

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Wednesday July 11 1984

D 8523 B

U.S. investment: as  
Japanese as  
apple pie, Page 16

Area	Vol.	Index	Change
Asia	100	100	0
Australia	100	100	0
Canada	100	100	0
France	100	100	0
Germany	100	100	0
Italy	100	100	0
Japan	100	100	0
Netherlands	100	100	0
Portugal	100	100	0
Spain	100	100	0
Sweden	100	100	0
Switzerland	100	100	0
U.K.	100	100	0
U.S.A.	100	100	0

No. 29,367

## NEWS SUMMARY

### GENERAL

#### Charges made in Nigerian kidnap

Three Israeli nationals and a Nigerian diplomat are to appear in court in London today charged with offences related to the kidnaping of fugitive Nigerian politician Alhaji Umaru Dikko.

The four are charged with abducting Alhaji Dikko and unlawfully administering four stupefying drugs.

Meanwhile in Lagos, the British High Commissioner was summoned to the Foreign Ministry and officially asked to return Alhaji Dikko to Nigeria. Officials in London, however, said no formal extradition request had been received.

Earlier story, Page 8

#### Tanker attacked

The 133,035-ton tanker British RENOVA was hit by two rockets from an unidentified aircraft while on its way to take oil off a crippled tanker in the Gulf.

#### Suez tolls

Any 1985 rise in tolls for ships using the Suez Canal would be very reasonable and less than the rate of world inflation, the Suez Canal Authority said. Tolls would be announced in early September.

#### Uranium vote

Australia's ruling Labor Party voted at its annual conference for a continuation of uranium mining. The vote defeated attempts by the party's left wing to force the government to ban production. Page 4

#### Macao's future

China says the future of Macao will be settled through negotiations with Portugal when the time is ripe, but for now it is satisfied to maintain the status quo. Radio Macao reported.

#### Tories attack deal

UK Government was criticised by British Conservative MPs over the EEC budget deal agreed at Fontainebleau. Page 8

#### Priests expelled

Nicaragua's Government ordered 10 foreign Roman Catholic priests to leave, accusing them of activities designed to destabilise the country. Battle over agrarian reform, Page 4

#### Fine 'illegal'

The European Court of Justice said Britain acted illegally in fining a Danish trawler owner for fishing in British waters in January 1983. Page 2

#### Coalition offer

Israeli Prime Minister Yitzhak Shamir made a surprise offer to form a coalition with the opposition Labour Party, but the opposition leader rejected the offer. Page 4

#### Miners trapped

Smoke from a mine shaft fire held back rescuers trying to reach 121 miners trapped with limited air supplies 6,500ft under the surface, near Taipei.

#### Meat supplies

The Polish Government said meat supplies, in the past one of Poland's most sensitive political issues, would fall in the next six months, official newspapers reported.

#### Twin calves

Japanese government researchers have produced sets of twin calves by implanting two eggs in one cow, opening the way to a big increase in beef production and a cut in costs.

### BUSINESS

#### London backs dealing reforms

A RADICAL new system for share dealing was endorsed by the London Stock Exchange as part of measures to remodel the British securities market. The new system will end the separate functions of stockbrokers and stockjobbers. Page 18

#### STERLING

recovered slightly to close at \$1.3095 from \$1.3065. It also improved to SwFr 3.134 (SwFr 3.12) and Y316.3 (Y316.25), but fell to DM 2.8395 (DM 2.835) and FF 9.87 (FF 9.85).

The pound's trade-weighted index was at a record low of 77.2 from 77.6. In New York it closed at 51.3023. Page 37

#### DOLLAR

fell slightly to DM 2.8395 (DM 2.835). FF 9.87 (FF 9.85). SwFr 3.134 (SwFr 3.12) and Y316.3 (Y316.25).

#### Zinc

Year	Price Index
1983	750
1984	775
1984	680
1984	700

#### WALL STREET

The Dow Jones industrial average closed 7.17 down at 1,129.88. Section III

#### GOLD

improved by \$5 on the London bullion market to \$345. It was also higher in Frankfurt at \$344.25 and in Zurich at \$345.25. In New York, the Comex July settlement was \$343.50. Page 36

#### TOKYO

investors held back but the Nikkei-Dow market average managed a 13.39 gain to 10,386.91. Section III

#### LONDON

gilt and equities suffered from sterling and money-supply levels. The FT Industrial Ordinary index shed 18.6 to 793.0. Section III

#### HONG KONG

stocks pulled out of an 11-day slide. The Hang Seng index added 31.71 to 805.31. Section III

#### JAPAN

enjoyed a record \$4bn trade surplus with the rest of the world in June - partly because of a big demand in the U.S. for video recorders and televisions for the Los Angeles Olympic Games.

#### CONTINENTAL

Illinois, the troubled Chicago bank, has agreed to sell its London merchant bank, Continental Illinois Ltd, to First Interstate Bank of Los Angeles for an undisclosed sum. Page 19

#### INTERNATIONAL PAPER

the world's largest paper maker, lifted net earnings by more than a third to \$57m from \$49.8m in the second quarter. Page 19

#### CBS

the U.S. broadcasting, records and publishing group, achieved record earnings of \$87.9m in its second quarter, 49 per cent up on last year's comparable period. Page 19

#### AUSTRALIAN

publisher Rupert Murdoch has received approval from a Dallas court to continue buying shares in St Regis, a U.S. forest products group. Page 20

#### ELF AQUitaine

the French state-owned oil group, has pulled out of a Guatemalan oil exploration venture. Page 20

## Surge in Britain's money supply puts pressure on rates

By PHILIP STEPHENS IN LONDON

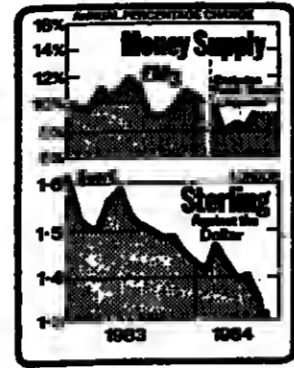
DEMANDS for another rise in Britain's base lending rates intensified yesterday after the announcement of a surge in the money supply last month and amid continuing pressure on sterling on foreign exchange markets.

Financial markets are expecting a rise in base rates to 11 per cent or higher within the next few days after the failure of last week's increase, to 10 per cent, to steady the pound.

The markets' pessimism was reinforced by Bank of England figures showing that sterling M3, the most closely watched measure of the money supply, grew by 2 per cent in June, well above nearly all forecasts.

The three-month sterling inter-bank rate, a key indicator of the general level of interest rates, rose to about 11 3/4 per cent yesterday, suggesting that base rates will have to move to 11 per cent. Share prices and government stocks suffered heavy losses.

Mrs Margaret Thatcher, the Prime Minister, sought to calm speculation that the authorities



would have to take drastic action to defend sterling.

She told the House of Commons that despite the steep rise in sterling M3 last month, the overall monetary situation was satisfactory.

"The recent rise in interest rates demonstrates the Government's commitment to firm monetary conditions," she said.

"The economy is in good shape. Inflation is well under control," she said, adding that an end to the miners' and dockworkers' strikes would

restore confidence in the economy. Foreign exchange dealers and City of London brokers, however, remained doubtful that the Government would be able to stave off at least a temporary rise in base rates.

"It is not a question of if, but by how much," one senior banker commented last week.

Some brokers speculated that an increase of around 2 percentage points might be needed to restore the markets' confidence.

Sterling yesterday again suffered losses against most major currencies. Its trade-weighted index against a basket of currencies fell to 77.2 from 77.6, although the expectation of higher base rates limited its fall.

Against a generally weaker dollar, it closed slightly higher at \$1.3095 in London, up from \$1.3065 on Monday.

The June rise in sterling M3 took the measure's annualised growth rate since the start of its target period in February up 14 1/2 per cent. Continued on Page 18

Editorial comment, Page 16; Lex, Page 18; Money markets, Page 37

## UK dockworkers' strike wins a strong response

By DAVID BRINDLE AND DAVID HELLIER IN LONDON AND ROBIN REEVES IN CARDIFF

DOCKERS in most of Britain's major ports yesterday responded strongly to the Transport and General Workers' Union's call for a national strike over the dock labour scheme.

The scheme was introduced in 1947 and provides for registers of dock workers controlled by local boards and the National Dock Labour Board, with employers and workers equally represented.

As talks began in London last night in an effort to find a solution to the dispute, employers and shipowners admitted that the extent of the strike on its first day had taken them by surprise.

In the House of Commons Mrs Margaret Thatcher, the British Prime Minister, said many dockers' jobs would be threatened unless

they returned to work. Ports and dockers elsewhere in Europe would be "cheering" the British strike.

"The call for a strike by the transport union's 35,000 docks and waterways workers came after the union claimed that the labour scheme had been breached by British Steel's decision to bypass registered dockers who had refused to load iron ore on trucks for transport from Immingham docks in eastern England to Southampton steelworks.

It appeared that almost all 53 ports registered under the labour scheme had been brought to a standstill by last night, with many of the 150 or so main non-registered ports.

Mr Nick Finney, director of the National Association of Port Employers, said before last night's

talks with union leaders a settlement would not be possible if the employers were expected to "condem" British Steel's action at Immingham.

The Immingham dispute should be resolved through the established framework of the dock labour board, Mr Finney said. If, however, the unions wanted a declaration of the employers' support for continuation of the labour scheme an end to the strike could be found.

Mr Finney described the dockers' response as "heavy". He said about 25 per cent of seaborne trade was continuing. The London Chamber of Commerce said shipping companies had been "a little surprised" at the extent of the stoppage.

Shifting pattern of trade, Page 8

## Komatsu bid for Richier may signal start of Japanese raid

By DAVID MARSH IN PARIS

KOMATSU, the Japanese construction equipment manufacturer, has made a preliminary bid to take over part of the activities of Richier, the bankrupt No 2 French maker of construction equipment, in a move that might signal the start of a big Japanese attack on the continental European market for earthmoving equipment.

Richier, which has prestige on foreign markets but which has suffered severe financial difficulties in recent years, was put into liquidation in May after the collapse of a previous Government-support rescue plan.

Komatsu, which is second only to Caterpillar Tractor of the U.S. among world construction equipment manufacturers, has made clear its interest in Richier in contacts with government officials. Although the affair is far from being decided, officials said the Japanese offer seemed "more interesting" than those made by other candidates for Richier's operations. They include Liebherr of West Germany and Yumbo, the former French subsidiary of International Harvester since taken over by its management.

Komatsu's interest in Richier - which makes and distributes a range of hydraulic excavators and other construction equipment - has already unsettled Poclain, France's main construction equipment maker. Poclain, now 44 per cent owned by Tenneco of the U.S., has suffered savage competition from Komatsu, Hitachi and Mitsubishi in world excavator markets during recent years.

Until now, the Japanese have launched their key European assault on the UK construction equipment market.

Poclain fears, especially since Hitachi has recently moved into the French earthmoving distribution sector, that Komatsu's interest in Richier might herald a full-scale conflict with Japanese constructors on its home territory. It believes that Komatsu wants, above all, to take over Richier's spare parts and

distribution business. That would give it a key entry card for the French market.

The French Government has traditionally been wary of Japanese investment in important French industries, but Sumitomo Rubbers takeover earlier this summer of the bankrupt French subsidiary of the Dunlop tyre group has widely been seen as marking a change of attitudes towards the "Japanese solution."

Although the Sumitomo takeover was fiercely contested by Michelin, France's leading tyre group and No 2 worldwide, it was finally approved by the Government in the interest of limiting job reductions in a badly depressed industrial sector.

Richier, founded in 1929, has had a chequered history in recent years. It was owned by Ford of the U.S. between 1972 and 1979, but was saved from bankruptcy in February last year by government funds and the intervention of M Gilles Poncein, a French industrialist. Richier was put into liquidation two months ago after it ran into renewed difficulties

## N. Sea oil production levels criticised by Opec

By Dominic Lawson in Vienna

BRITAIN and Norway came under attack at yesterday's meeting of the Organisation of Petroleum Exporting Countries, as ministers attempted to force through a package of unchanged quotas and prices against Nigerian opposition.

Mr Kame Hassan al-Maqboul, Libya's Oil Minister and the president of Opec, said that there was a 13.5 per cent increase in North Sea production in the first five months of this year compared with the same period of 1983. This greatly contributed to destabilising the market and to aggravating the situation of oversupply which characterised this period, he said.

But as ministers got down to their first hard bargaining session, Sheikh Ahmed Zaki Yamani, the Saudi Arabian Oil Minister, left little doubt that the focus of his strategy would be to maintain Opec's production ceiling of 17.5m b/d.

Sheikh Yamani acknowledged that the organisation was currently producing 1m b/d in excess of that figure, although like other oil ministers he denied that his own country was responsible for any over-production.

Before entering a second, closed session of the meeting yesterday, Sheikh Yamani said he was sympathetic to the Nigerian case and that "everything is negotiable." But the Saudis are known to be deeply concerned about any disturbance to Opec's official pricing and production strategy, which could have the effect of further weakening already depressed oil prices.

Other ministers, however, said bluntly that a rise either in the overall production ceiling or individual quotas was impossible.

"It is not possible in the current situation of the market to increase prices, the ceiling or quotas," said Mr Arturo Hernandez Grisanti, Venezuela's Oil Minister.

The Saudis may, however, attempt to offer some formula in the meeting for a rise in Nigeria's quota at a later stage. There has also been speculation that the Saudis might quietly restrain their own production - unofficially said to have been running at 5.7m b/d, or 0.7m h/d over target in June - in order to allow more production for Nigeria.

However, Sheikh Yamani and Prof Tam David-West, the Nigerian Minister, both denied yesterday there were any private deals between them.

Energy Review, Page 14

## Siemens plans new series of microchips

By JONATHAN CARR IN STOCKHOLM

SIEMENS, West Germany's highest electrical concern, plans to invest more than DM 1bn (\$325m) to the end of the decade in its so-called "mega-project" - the production of a new generation of far more powerful microchips.

Announcing this at a press conference in Stockholm, Dr Karlheinz Kaske, chief executive, also said Siemens had pulled its troubled electronic components sector back into the black after three years of losses.

The two statements underlining that, after a slow start, Siemens is redoubling its efforts in the key microelectronics field to meet the challenge of its competitors - particularly in Japan and the U.S.

Siemens is already producing 64K memory chips in large quantities. These are capable of storing more than 64,000 bits of computer data. It plans to start series production of 256K chips in Austria next year.

Dr Kaske said in the first stage of the new project Siemens aimed to invest DM 400m in development and manufacture of a one megabit chip, able to store 1m bits of data.

Much of the sum would go on construction of a factory in Regensburg, Bavaria, where series production of the new memory chip was planned to start in 1987.

Dr Kaske noted that the Japanese were expected to start production of their one megabit chip in the course of 1986.

The second stage of the project would be production of a four megabit chip. This called for DM 400m of development investment up to 1990 at Siemens research centre at Perleuthen, in Munich, and "several hundreds of millions of D-Marks more" for new manufacturing capacity.

Siemens is forcing the pace in the knowledge that microelectronics holds one important key to success in other major fields of company activity - including communications.

Continued on Page 18

Year	Sales (DM)	Net profits (DM)
1980*	31.5bn	638m
1981	34.5bn	598m
1982	40.1bn	738m
1983	39.5bn	802m
1984**	20.1bn	410m

\*Year to September  
\*\*First half-year ended March

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Continued on Page 18

## European-owned US bank loses \$137m

By PAUL TAYLOR IN NEW YORK

EUROPEAN American Bank (EAB), the New York undertaking owned jointly by Midland Bank of the UK and five other European banking groups yesterday reported a \$137.7m second-quarter loss.

The deficit was attributed mainly to a write-off of problem loans.

EAB said that, as a result, its shareholders, which apart from Midland are the Amsterdam-Rotterdam Bank, Creditanstalt-Bankverein, Deutsche Bank, Societe Generale de Banque (Belgium) and Societe Generale (France), have been forced to inject an additional \$90m in new capital into the banking group.

Separately, Midland announced that, as planned under an agreement with the U.S. Federal Reserve Board related to its acquisition of a majority stake in the loss-making Crocker National banking group in 1981, it planned to reduce its 20 per

cent stake in EAB to not more than 5 per cent by October 13. The UK-based international banking group said its fellow shareholders in EAB had agreed to enter into negotiations to that end.

Midland stressed, however, that it had continued to support EAB and had provided \$16m of the capital infusion - \$8m in new equity and \$8m of subordinated loan stock.

EAB's second-quarter loss takes the deficit for the first half of 1984 to \$135.66m compared with a \$18m profit in the same period last year.

The loan write-offs are generally seen as a "house-cleaning" operation by the bank's new chairman, Mr Ray Dempsey, who took over in March. Mr Dempsey said yesterday, "Our new strategy forced us to face up to our problems and put them behind us once and for all."

Continued on Page 18

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## EUROPEAN NEWS

## EEC court rules UK fishing ban illegal

BY PAUL CHEESERIGHT IN BRUSSELS

MR KENT KIRK, the Danish trawler owner and former member of the European Parliament, who challenged the UK Government's right to ban Danish boats fishing in British coastal waters, has won his case in the European Court of Justice.

The Court yesterday handed down a judgment in Luxembourg saying that EEC law did not permit the ban, which lasted for three weeks at the beginning of last year. The effect, according to legal ex-

perts, is that Mr Kirk may have returned to him a €30,000 fine imposed in January 1983 by North Tyneside magistrates. He could also receive costs.

The experts doubted whether the Court judgment would have a wider impact, however, noting that the events leading to the arrest by the Royal Navy of Mr Kirk fishing inside the UK 12-mile limit, his subsequent trial and fine related to a spe-

cific period of three weeks of legal vacuum.

Mr Kirk appealed against the fine, imposed under the terms of the Sea Fish (Specified UK waters - prohibition of Fishing) Order 1982, to the Newcastle Crown Court.

This Court referred the matter to the European Court, asking if the UK had the right to enforce the Sea Fish Order.

Mr Kirk had made no secret of

his desire to pursue the UK Government to the European Court.

He won his case on what legal experts see as narrow grounds.

According to Community rules there should be equal access to fishing grounds. Under the terms of its accession to the Community, however, the UK was exempted until the end of 1982.

Only on January 23, over a fortnight after Mr Kirk's arrest, did the

common fisheries policy come into existence, extending the exemption and making it retroactive to January 1, a week before Mr Kirk's arrest.

Because there were no fishing regulations between January 1 and January 23, the UK Government stepped in with its ban under the Sea Fish Order. The Court said, however, that penal sanctions - the €30,000 fine - could not be retroactive.



## International Financial Services

## Investment Manager

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Salary between HK \$400,000 and HK \$500,000, plus attractive benefits, including furnished accommodation. Personal income tax in Hong Kong is 18.7%.

Interviews will be held in Hong Kong and London.

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PO Box 416  
8-13 King William Street  
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Tel: 01-626 5678

## Inquiry into Pujol case to go ahead

By David White in Madrid

THE CONTROVERSIAL legal action against Sr Jordi Pujol, head of the Catalan regional government, and 24 other former executives of the Banca Catalana group, has moved forward with a decision by the Territorial Court in Barcelona to press ahead with investigation of the charges.

The decision, reached unanimously by the court, implies that the case presented by the prosecution is accepted as providing possible grounds for trial.

The charges against Sr Pujol, which his Catalan nationalist supporters claim are politically motivated, relate to alleged misappropriation of funds between 1974 and 1977 when he left the chairmanship of the banking group.

The court will also look into forgery charges but since the period in which action can be taken on such offences is limited to five years, they appear not to apply to Sr Pujol.

An examining magistrate had been appointed to pursue the case and is due to work through the summer.

The charges over Banca Catalana, which collapsed in 1982, with accumulated losses of Pta 199m (\$659m), were announced shortly after Sr Pujol's moderate nationalist party was returned to power in Catalonia in April.

The territorial court initially declared itself incompetent to deal with the case because of Sr Pujol's status. However, the Supreme Court in Madrid handed the case back to it.

## Belgian elected to head BIS

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

MR JEAN GODEAUX, president of the National Bank of Belgium, was yesterday appointed president of the Bank for International Settlements to succeed Dr Fritz Leutwiler who retires at the end of this year.

The election of Mr Godeaux (62) was formally confirmed at a BIS board meeting after a close-fought race in which the governors of several European central banks vied to become president of the central bankers' own bank in Basle.

But his appointment is in keeping with a now established BIS tradition that its president should come from a smaller industrial country with less of an axe to grind in international monetary affairs. This consideration was itself enough to disqualify other experienced central bankers such as Herr

Karl-Otto Poehl of West Germany and M Renaud de la Geniere of France.

Mr Godeaux, who was yesterday due to celebrate his appointment at the regular monthly lunch for EEC central bank governors, brought to the BIS from the kitchens of Basle's station buffet, is none the less a newcomer to the coterie of central bankers who dominate the obscure workings of the bank.

His appointment as governor of Belgium's central bank dates from just over two years ago. Before that he was head of the country's banking commission and has also held posts at the International Monetary Fund and in private banking.

Senior central bankers say that he has demonstrated considerable technical expertise in

central banking and bank supervisory matters since he first joined the BIS board on his appointment as president of the Belgian National Bank.

Unlike Dr Leutwiler, however, he has always shunned the limelight and is expected to adopt a much lower profile in his new BIS position which runs for three years until the end of 1987 when he will have reached retirement age.

The BIS, whose direct role in the developing country debt crisis has diminished over the past year, is also likely to take on more of a Belgian hue later this year when Prof Alexandre Lamfalussy, its Belgian economic adviser, is promoted to the position of general manager in succession to Dr Guenther Schleiminger who is due to retire.

As president, Mr Godeaux will preside over the BIS but not over the key committee of governors of central banks from the Group of 10 industrial countries which meets in Basle each month. This role will continue to be assumed by Herr Poehl.



M. Jean Godeaux: close-fought race.

## Lisbon wants private capital for banks

BY DIANA SMITH IN LISBON

THE EQUITY of Portuguese Banks nationalised in the 1975 revolution could become accessible to private capital if proposals in the Government's three-year programme for economic and financial recovery are carried out.

The programme represents a concerted effort by Sr Mario Soares's coalition to improve the performance of the public sector and boost the finances of private concerns.

It calls for a change in the status of nationalised banks

from "public enterprises" to "companies with public capital." This would permit private participation in future increases of the banks' capital, although the state would retain a majority.

All the nationalised banks will have to increase their capital when Portugal joins the EEC in 1986, to comply with Community levels.

Denationalisation is forbidden by the constitution, but private capital has had the right since

February to enter the banking sector in the form of new Portuguese banks or branches of foreign banks.

The suggestion that private enterprise can take a share in existing publicly-owned banks has been greeted with interest by bankers who see it as a way to get round constitutional strictures and inject new resources into seriously undercapitalised Portuguese banks.

Of the eight nationalised commercial banks half are in

financial difficulties. Meanwhile, Sr Soares wants more rapid action from the Bank of Portugal on applications by eight foreign banks to open branches here.

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## AMERICA'S READY FOR BRITISH KNITWEAR.

Sales of British knitwear increased dramatically to over \$20 million in 1983.

Forecasts are for even greater gains to come—based on demand for quality British goods in updated styles, the advantages of quota-free access in contrast to imports from the Far East, and an exchange rate favourable to British producers.

## AMERICA'S READY FOR BRITISH CLOTHING ACCESSORIES.

The return to more formal fashions has also created a major role for women's accessories: sales of hats are up, and gloves are staging a major comeback. British hosiery and neckwear are amongst the products that can capitalise on these strong market conditions.

## AMERICA'S READY FOR BRITISH CONTRACT FURNISHINGS.

With sales of \$20 billion in 1981, contract furnishings is one of the fastest-growing industries in the USA. With British exports of carpets and furniture up 45% in the first ten months of 1983, there are significant opportunities for British producers—especially for producers of ergonomic seating and computer-compatible office furnishings. Wool carpet, too, is expected to double its market share in the next three years.

## AMERICA'S READY FOR BRITISH FOOD-PROCESSING MACHINERY.

Food processing in the USA in the next decade will make gigantic strides as high technology developments satisfy the increasing demands of health-conscious consumers. The present British share of this \$1 billion market is \$10 million.

## AMERICA'S READY FOR BRITISH HEALTH CARE.

Expenditure on health care in the USA is currently running at \$316.6 billion, and some estimates put the figure as high as \$820 billion by 1990. America is Britain's largest single market in this field, buying \$109 million worth of medical equipment in 1983—so there is much room for expansion.

## AMERICA'S READY FOR BRITISH COMPUTER SOFTWARE.

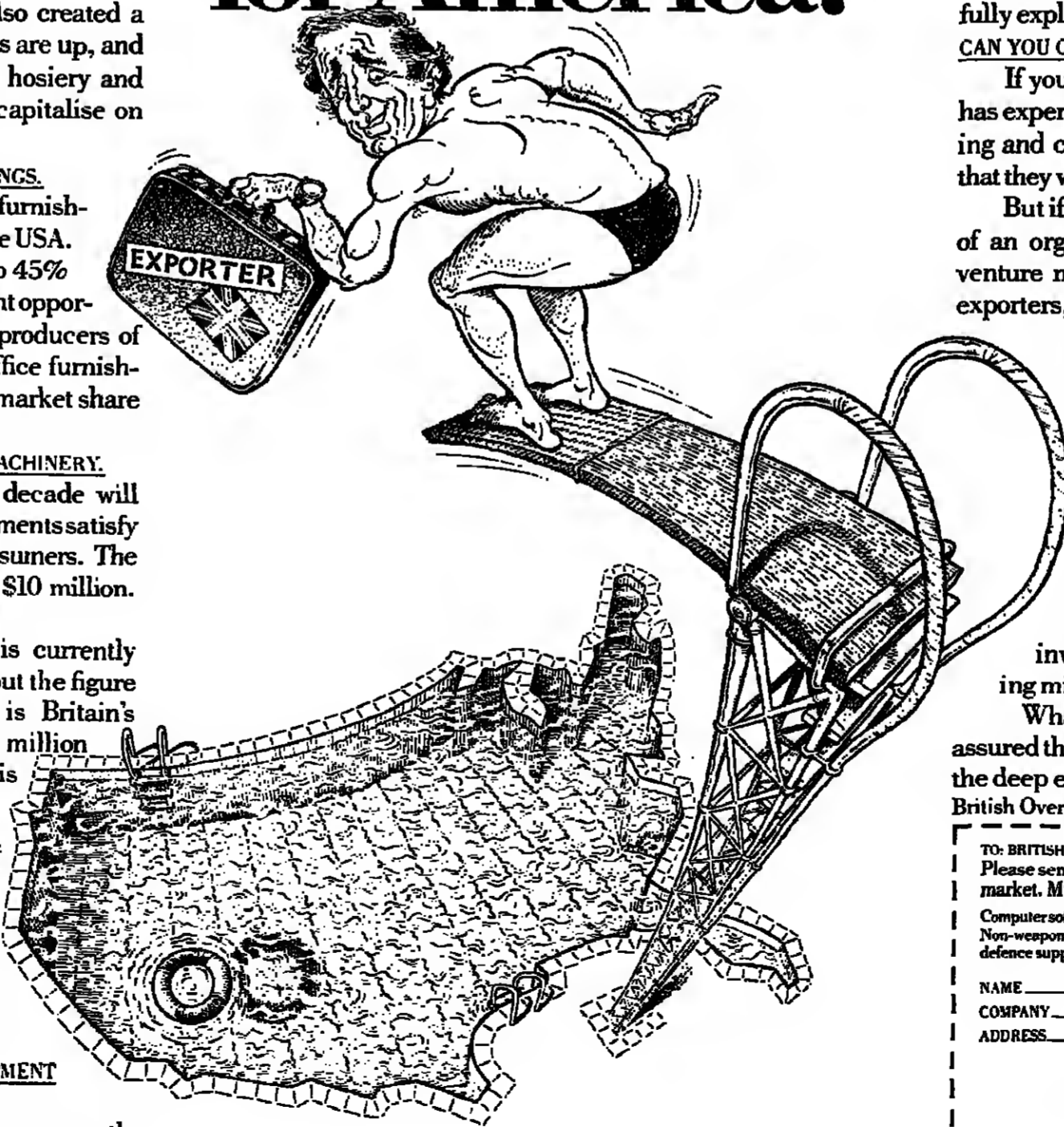
The US computer services and software market is expected to be worth \$53 billion by 1986, of which \$15 billion will represent sales of software products. British software houses with the right products and marketing skills are already doing well—and could do better.

## AMERICA'S READY FOR BRITISH CONSTRUCTION EQUIPMENT AND SERVICES.

Total activity in the US construction industry was worth about \$195 billion in 1983. Real growth of 4-5% is expected

# America's ready for you.

## But are you ready for America?



this year. There is much scope for British companies with competitive materials and equipment, particularly those offering cost savings, improved performance or aesthetic features.

## AMERICA'S READY FOR BRITISH NON-WEAPON DEFENCE SUPPLIES.

In 1984 the US Department of Defense will spend some \$86 billion on the procurement of goods and services, of which non-military items will account for more than \$20 billion.

The opportunities of this huge market have not yet been fully exploited by British suppliers.

## CAN YOU COME UP WITH THE GOODS?

If your company is already exporting British goods, and has expertise in analysing and segmenting markets, identifying and classifying competitors and persuading consumers that they want your product, then the answer is very likely: yes.

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As a first step, we will send you details of the British Overseas Trade Board's EXPORT USA initiative together with comprehensive reports on your sectors of interest. If you then decide to take our offer of help further, we will put you in touch with one of our eight special task forces as soon as possible.

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British Overseas Trade Board

EUROPEAN NEWS

Greek-U.S. relations take another dive

By Andriana Ierodiakonou in Athens

THE SOMBRE Greek mood over the latest slump in relations with the U.S. lightened yesterday after the State Department in Washington denied reports that the U.S. had blocked the delivery of used F-5 fighter aircraft from Norway to the Hellenic air force.

The State Department said that the U.S. had not yet reached a decision on the F-5s. Officials said the decision is expected to be taken in the next two weeks, but the issue could flare up again if it appeared that the aircraft could go to Turkey, which is also interested in acquiring F-5s.

Mr. Montague Stearns, the U.S. ambassador to Athens, is scheduled to meet Mr. Andreas Papandreu, the Greek Prime Minister, today when they are expected to review bilateral relations. Yesterday, Mr. Papandreu, who is also the Minister of Staff to review defence needs.

Greek anger arose quickly when reports that the U.S. might veto the transfer of the aircraft first appeared over the weekend. Athens issued a statement warning to Washington that the operation of the four U.S. military bases and two Voice of America relay stations for the Middle East and South-East Asia in Greece might be curtailed.

Greece has always been sensitive to the slightest hint that the vital flow of military credits and hardware from the U.S. may slow down. It fears that Turkey, a Nato neighbour but an historical enemy which competes with Greece for U.S. aid, might gain the advantage. Political sensitivity in Athens had already been aggravated before the aircraft row by State Department leaks to newspapers accusing the Greek government of having released a dangerous Jordanian terrorist in June, despite evidence submitted against him by U.S. and British security agents.

State Department officials in Washington said they were completing a study of the allegedly pro-Soviet foreign policy line followed by the Greek Socialist Government. There was dismay and incredulity in Athens at a party congress when Mr. Papandreu praised the Soviet Union as an agent of détente and castigated the U.S. as an imperialist power.

That speech, described by one U.S. official as "President Reagan's Evil Empire speech in reverse," is believed to have tipped the scales of U.S. patience against the Government in Athens.

Washington has had its reservations about the Socialists ever since they swept to power in October, 1981, promising to close down the "bases of death," and to redefine Greece's relations with the Western economic and military community. These reservations were somewhat eased when Mr. Papandreu signed an agreement ensuring the operation of the bases for at least another five years. It was clear that Greece would quit Nato and the EEC overnight were also calmed after the Prime Minister transferred these goals to the long term.

For a while, it was thought that the Socialist leader might turn out to be a left-of-centre Social Democrat in revolutionary clothing. The mood soured again as Greek foreign policy started to lean towards Moscow. The list of Mr. Papandreu's sins grew in Washington, as Greece refused to condemn the Soviet union on Poland or the shooting down of the Korean airliner, and as plans for the creation of a nuclear-free zone in the Balkans, and formally backed the international peace movements.

The Greeks also irritated the U.S. and other Nato partners by refusing to participate in exercises in the Aegean on the grounds that the alliance supported Turkey's plans against Greece in the region. A less public, but important, cause of deteriorating relations has been persistent strikes by Greek employees at the U.S. bases. The U.S. side has been angered by the Greek Government's support for workers' pay and promotion claims.

Hard currency earnings fall short in Hungary

BY LESLIE COLLYN IN BERLIN

HUNGARY'S hard currency earnings in the first half of this year fell short of their target as a result of reduced food exports following last year's drought and lower prices in the West.

Total exports to hard currency and rouble markets rose by 6 per cent, higher than planned. But this was because of a sharp 16.5 per cent rise in exports to Comecon countries in the first four months of the year. Imports from Comecon were up by only 3.6 per cent.

The volume of exports to the Soviet Union increased by 3.7 per cent. In previous years, Hungary had deficits in its rouble account trade with Moscow but a surplus in dollars on

European fighter starts to roll

By Bridget Bloom, Defence Correspondent

THE DECISION by five European governments to proceed with a full feasibility study for a new fighter aircraft was being seen yesterday as a signal political achievement in the capitals of the nations concerned.

On Monday, the defence ministers of Britain, France, West Germany, Italy and Spain met in Madrid to approve the study. They are to meet again in Rome next March when, they hope, the project to produce a European aircraft for the 1990s equal to any from the U.S. will receive the actual go-ahead.

There is little doubt that Ministers wanted Monday's meeting to be a success. Months of preparation, involving officials, the air forces and the industries of the five countries had failed to resolve key differences over the type and role of the fighter as well as potential industrial worksharing in its manufacture.

Differences between France and Britain, the countries with highly sophisticated and rival aerospace industries, were especially acute.

Some important differences were resolved on Monday. The target in-service date will be 1995, not 1993, as Britain would like. Later, as France and West Germany wanted.

There was also an apparent compromise at 9.5 tons on the aircraft's weight, a key determinant for its military role. Britain to maximise its air superiority capability, wanted an aircraft of 10.5 tons, whereas France, more interested in ground attack and in a lighter aircraft for export, wanted around 8 tons.

Also agreed apparently were the parameters for possible worksharing. It had been reported that France wanted nearly 50 per cent. As a working assumption for the feasibility study, however, the ministers have fixed between 23-26 per cent each for France, Britain and West Germany, with about 25 per cent being shared between Italy and Spain.

The five countries seem to have accepted that they will ultimately order around 800 aircraft. In current prices, each would cost about £15m-£12m. British officials say against about £15m for a Tornado.

But it seems clear from preliminary reports that these are only agreements in principle. The time being, most of the difficulties remain and many are centred on the engine. This was not discussed at all in Madrid. A separate study is to be conducted to test the new airframe will delay the project and add to its cost.

France apparently half accepts this argument but presents the US GE 404. However, it continues to argue for a new engine from the beginning.

The second difference concerns the power and size of the engine. British officials say that in a multinational project of this sort, it is rare to be able to tell when the Rubicon is crossed and decisions taken which it would be too difficult or too costly to reverse.

Certainly that point has not yet been reached, though officials say that ministerial political will the odds must still be on the project ultimately going ahead.

The Greeks also irritated the U.S. and other Nato partners by refusing to participate in exercises in the Aegean on the grounds that the alliance supported Turkey's plans against Greece in the region.

A less public, but important, cause of deteriorating relations has been persistent strikes by Greek employees at the U.S. bases. The U.S. side has been angered by the Greek Government's support for workers' pay and promotion claims.

The central committee of the Communist party announced after a meeting on the economy that Hungary's terms of trade "continued to worsen."

Food exports, the leading hard currency earner, were 15 per cent lower in the first four months of the year than in the same period of 1983, although more processed food was sold than had been planned.

Industrial production rose 4 per cent in the first six months, compared with the same period last year, and was well above the 1.5 to 2 per cent target. Wages rose by 9.10 per cent, faster than intended, while price increases of 7.8 per cent were on target.

Kremlin lobbies find common interest in a hard line

David Buchan reports from Moscow in the first of two articles

THE SOVIET UNION and the U.S. may yet be able to haggle each other into some agreement about how to start talking this autumn about controlling space weaponry. But the Soviet Union does not intend this to be a breakthrough in the broader East-West arms control deadlock on any terms acceptable to the West.

The Kremlin has its own good reason for not wanting to see its initiative on space weapons widened into discussion of the long- and medium-range nuclear missiles covered by the Start and Intermediate Nuclear Force (INF) negotiations. That initiative is, in large part, a substitute for any change in the position which the Kremlin took when abandoning Start and INF last November.

This, at least, is the belief of some Western diplomats here who detect a general immobility in Soviet foreign policy, while the necessarily limited energies of an aged leadership are turned inwards to pressure domestic business, both political and economic.

Theories abound to explain the hardline Soviet foreign policy, which reached a peak in the personal vilification of President Ronald Reagan last autumn but has since acquired breadth and depth with the recent boycott of the Los Angeles Olympic Games and harassment of U.S. diplomats here.

One is that Mr Andrei

Gromyko, who with the death of President Yuri Andropov has moved from chief executor to architect of foreign policy, now feels free to take out on the U.S. his frustration at the failure of the detente policies he regarded as the chief achievement of his 27-year reign at the Foreign Ministry.

Soviet officials are most convincing, however, when, with a new man like President Konstantin Chernenko in the

negotiated arms control at the moment, and that the new Soviet President would not have the power—even if he had the will—to bring them around to a different view.

Party propagandists, like Mr Leonid Zamyalo, head of the central committee international department, show signs of still putting their faith in political suasion on Western Europe and perhaps waiting until the next West German election in the

two groups would be complementary, not alternative. Mr Chernenko may be faced with a powerful alliance which he is in little position to thwart, even if he wanted to.

There is a Defence Council—presumably the equivalent of the National Security Council in the U.S.—and Mr Chernenko heads it in name. Whether he can use it in practice is another matter. Mr Leonid Brezhnev revealed, on the occasion that he was toasting with American negotiators his two completed arms control treaties with the U.S., that only during key stages of the Start process did an NSC style operate in the Kremlin, and that was under a leader well-entrenched in power.

In a general sense, the economy seems capable of supporting any further military demands that Kremlin leaders might want to place on it. Indeed, Soviet leaders appear to have realised that they rather overdid the war scare talk which accompanied last year's walk-out from the Geneva Start and INF negotiations. They have recently been reassuring worried citizens that defence spending is adequate and that voluntary contributions and extra work on Saturdays are not needed.

But the arms race with the U.S. is increasingly focused on specific technologies, in which the Soviet Union seems ill placed to compete. Herein



Mr Gromyko (right) has taken over the reins of foreign policy since President Chernenko (left) came to power.

lies the interest in curbing the U.S. military effort in outer space.

The Soviet Union may not be panicked by the more futuristic aspects of "star wars" technology. It probably knows from scientific reaction in the U.S. and its own efforts in this field that practical breakthroughs in laser and directed energy beams may not come until the next century. But it knows from recent U.S. tests in anti-missile and anti-satellite weaponry that this is now another field where their relative weakness in computing and micro-electronics places them at a disadvantage.

The squeeze on the Soviet Union is reinforced by the

prospect of tighter Western restraints on technology sale to the Soviet Union if the Western allies agree this summer to put extra restrictions, through the Paris-based co-ordinating committee (CoCom) on computers, electronic-grade silicon, robotics and the like.

The Soviet Union is taking remedial steps. It is increasing monetary rewards for its own inventors and has got Comecon partners to focus on the Eastern bloc's need to improve indigenous development in the "electronics revolution." But these measures will take time, and may not in any event narrow the technological gap with the West.

The arms race with the U.S. is increasingly focussed on technologies in which the Soviet Union seems ill placed to compete.

General Secretary's chair, they stress the collective nature of their leadership.

Few observers here see much distance between any "hardline" Gromyko camp and any "moderate" group in the Politburo. If the latter existed, it would likely be led by Mr Mikhail Gorbachev, the economic manager promoted under Mr Andropov, but he too has recently been sounding off against the U.S. with almost as much fervour as, for instance, Marshal Dmitri Ustinov, the Defence Minister.

More persuasive is the theory that important lobbies inside the Kremlin are, for different reasons, not interested in

hope that a Social Democrat government might remove the U.S. Pershing missiles.

It would be natural for the Soviet generals, for their part, to seek a somewhat different solution. Given the Soviet head-start in medium-range missiles, they might well argue that the Soviet Union can easily stay ahead in the SS-20/Pershing/cruise competition.

This is perhaps why, to the surprise of some Western diplomats here, the Soviet Union has not suggested another moratorium or freeze on deployments in Europe after the U.S. started to place its cruise and Pershing 2s.

Since the tactics of these

The gas people—investing in tomorrow's world today

The fact that gas is today's most popular fuel in British homes—and a powerful and growing force in industry, too—is no accident.

It's the result of many years' foresight, planning and massive investment by the gas people on behalf of their customers.

The gas people are still working for the future: planning, researching and investing to meet Britain's energy needs a further twenty years ahead, and more.

Demand for gas at such times can be up to six times greater than in summer.

HOW THE GAS PEOPLE ARE PUTTING SOMETHING AWAY FOR A RAINY DAY

Another ingenious and massive development which will help the gas people to cope efficiently with winter demand is taking place in the partially depleted Rough gas field in the North Sea. Gas will be pumped into the field in the summer, and stored there till needed.

When fully operational, this £600 million development will be capable of supplying a billion cubic feet of gas a day at periods of peak demand—more than seven times the original output of the field.

GIANT CELLARS 'SALT' AWAY GAS

Deep under the North Humber-side moors, the gas people are now using salt cavities to store gas against heavy winter demand. Three of these giant salt cellars, a mile underground, are already in service and work is going ahead on four more.

Each holds a billion cubic feet of gas, equivalent to all the gas used in Britain each day before the North Sea discoveries.

With 8 million central heating customers and 14 million with gas fires, the gas people just have to be fully prepared not only for next winter, but for the one after that, and the one after that, and so on.

These projects are just part of the gas people's massive integrated investment plans to provide for Britain's future energy needs.

But they also bring benefits today—in the form of contracts for British firms for drilling platforms, pipelines, onshore terminals and all the associated engineering plant and equipment.

This, of course, means the creation of many thousands of jobs for British workers—a productive boost for local communities and the national economy.

NEW £100 MILLION OFFSHORE SEARCH GOES DEEPER

The gas people this year will be drilling in deeper water than they ever have before in their continuing search for the further supplies of gas which lie buried under the seas around Britain.

Eight rigs will be used for a mixture of exploration, appraisal and development wells in areas as far apart as the English Channel and the Shetlands. It is off the Shetlands where the deep-water drilling will take place—the sea bed is 2000 feet down!

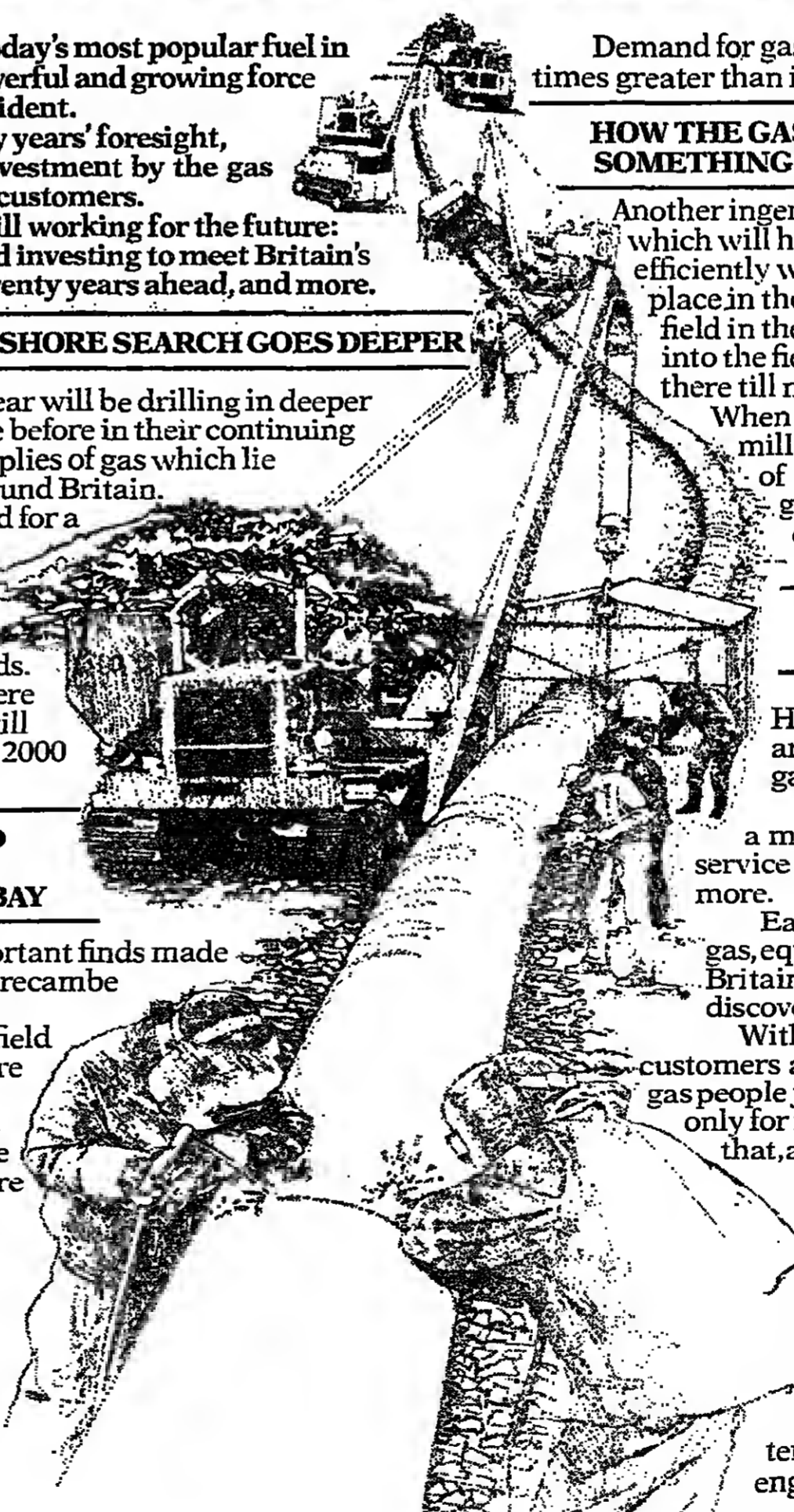
BILLION POUND DEVELOPMENT IN MORECAMBE BAY

One of the most important finds made by the gas people is in Morecambe Bay, off Lancashire.

The Morecambe gas field lies about 26 miles offshore Blackpool and, with an estimated 5 trillion cubic feet of gas in reserve, is one of Britain's largest offshore gas fields.

Its ongoing development represents a billion pound investment by the gas people in Britain's future—and provides thousands of jobs now for British workers.

One great advantage of the Morecambe field is that it belongs to British Gas. This means that output can more easily be controlled to help ensure in cold winter weather that customers' needs for gas are met.



Britain's got a wonderfuel future! Gas

OVERSEAS NEWS

Go-ahead for Australia to export uranium

BY COLIN CHAPMAN IN CANBERRA

THE Australian Labor Party yesterday backed Prime Minister Bob Hawke's policy to export uranium...



Shamir in national unity offer

By David Lennon in Tel Aviv

MR YITZHAK Shamir, Israel's Prime Minister, called yesterday for the establishment of a national unity government...

India fails to identify 'forces behind Sikhs'

BY K. K. SHARMA IN NEW DELHI

THE INDIAN Government yesterday published its long-awaited White Paper on Punjab but did not give evidence that any foreign power had encouraged Sikh terrorists...

This point is amplified to justify the Government's action and the White Paper says that "powerful forces are at work to undermine India's political and economic strength."

Shultz call to Third World on debt problems

MR GEORGE SHULTZ, the U.S. Secretary of State, has called on Third World nations to encourage greater foreign equity participation in their development...

Manila to pay \$88m foreign loan interest

THE PHILIPPINE Central Bank has authorised the release of \$88m (£62m) to cover interest payments on foreign loans that fell due at the end of May...

Hussein urges new Mideast talks

BY RAMI G. KHOURI IN AMMAN

KING HUSSEIN of Jordan has appealed to President Francois Mitterrand of France, who is at present visiting his country, to help unblock Arab-Israeli peace-making efforts by pushing for a United Nations-sponsored Middle East peace conference.

Inquiry clears S. African oil agencies of corruption

BY JOHN STEWART IN JOHANNESBURG

AN OFFICIAL investigation has found no evidence of corruption or unlawful enrichment by agencies entrusted with South Africa's procurement of crude oil.

Abolition urged of ban on inter-racial sex

THE politically explosive issue of whether to scrap South Africa's ban on inter-racial sex is to be debated before Parliament by a government-appointed committee...

Beirut shipping, flights resumed

BEIRUT — Foreign ships began docking at Beirut's port and regular airline flights resumed from the international airport yesterday...

Four ships from Europe and Latin America entered Beirut's harbour carrying cargoes of grain, iron bars, and paper, the port authority stated. The Lebanese national carrier, announced resumption of regular flights between Beirut, Europe, and the Middle East.

AMERICAN NEWS

U.S.-Soviet hotline talks to resume

By Reginald Dale, U.S. Editor, in Washington

U.S.-SOVIET talks on upgrading the White House-Kremlin "hot line," for use in international emergencies, are to resume in Washington later this week...

Tim Coone in Managua looks at how Sandinista policy affects peasant farmers Nicaragua's battle over agrarian reform

OVER THE PAST year, according to Government figures, almost 100 state farms and co-operatives have been burnt to the ground in Nicaragua by U.S.-backed counter-revolutionaries...



The Red Cross distributes food to children in Quilonte, Nicaragua, after their homes were burned, the people say by U.S.-funded rebels.

Jaime Wheelock, the Agriculture Minister and Sandinista leader, the aim of the reform and co-operativisation "is to move the poorest peasants from the marginal to more productive lands and to use the co-operatives as the most efficient channel for credit and technical improvements in food production."

Cordova considers how to head off anti-U.S. feeling

BY ROBERT GRAHAM

THE HONDURAN government is under pressure to obtain greater financial concessions from the U.S. to the substantial American military presence in the country. In the past two weeks the government of President Roberto Suazo Cordova has been considering how best to make the approach. His aim is both to appease popular frustration over budgetary cuts and a wage freeze and to head off signs of resentment over the U.S. presence.

Advertisement for 'DIRECTOR OF SINGAPORE IMPORTERS' and 'MART-INFO ENTERPRISES'.

Supreme Court becomes more conservative

BY NANCY DUNNE IN WASHINGTON

PRESIDENT Ronald Reagan has every reason for satisfaction that the Supreme Court's decisions in the 1983-84 term which ended last week. It upheld many of the conservative views and policies of the Administration even though the President named only one of the court's nine justices. While failing to directly repudiate many of the liberalisations of the court in the 1950s and 1960s, it moved decisively in favour of governmental authority, putting the need for order above that of individual rights.

It ruled that evidence seized illegally could sometimes be used to convict if police believed they were acting properly when they seized it. For the first time it permitted an exception to the rule that police must advise suspects in custody of their right against self-incrimination. It decided that prisoners have no right of privacy in protecting their possessions against intentional destruction. The court infuriated civil rights activists by supporting the Administration's fight against job quotas. It ruled that the rights of seniority prevail in firings even though blacks who were hired in "affirmative action" programmes are often the first to be laid off.

Pentagon moratorium

BY OUR U.S. EDITOR IN WASHINGTON

THE PENTAGON has placed an indefinite moratorium on the disposal of surplus U.S. military equipment worth \$3.5bn a year, while it investigates whether large sums of money are being wasted. The move was announced after it was discovered that the air force has been often obliged to repurchase spare parts ranging from screws and nuts to aircraft doors, which it had earlier sold off as unwanted. The Pentagon said the review would assess the specific problems of the Air Force and look into whether similar inefficiencies existed in the army, the navy and the marine. All services have been asked for a written report on how well their systems are operating. Officials said that surplus equipment disposed of last year amounted to about 1.5 per cent of the military's total equipment inventory. About 25 per cent was recycled to other services and 20 per cent either donated or sold to U.S. government agencies or friendly foreign governments.

# HOW THE MINERS ON STRIKE HAVE BEEN MISLED...

## ABOUT THE FUTURE OF THE INDUSTRY.

We are now starting the 18th week of a strike that everybody knows is damaging our industry.

We'd all like the strike to end. So why then is it continuing?

The simple reason is that the men who are striking are doing so because they have been led to believe that the future of their industry is at stake.

But this is not true. It cannot be true.

Coal is potentially a cheaper energy source than oil or gas. And, unlike oil and gas, it will still be around a hundred years from now.

To take advantage of this massive national asset, Britain needs a successful, profitable, and growing coal industry.

Sales of coal have been declining for many years.

But we believe in two to three years time, we can do something that hasn't happened for many years. And that is to get coal sales going up - instead of down.

It must start with reducing the average price of our coal. So that it's cheap enough to sell against the competition. To do so, we must mine more coal from low-cost mines, and less from high-cost mines.

We must stop spending hundreds of millions of pounds a year supporting mines without a future, and put that money instead into our mines that have a future.

We also need to have good men working in our best pits.

This is why it is necessary to close the worst, where we are paying around £90 a tonne to mine coal which we could have difficulty in selling at half that price.

To all the men working in those pits, we promise: **If you want to stay in the industry, you will be sure of a job.** In most cases, this will be in easy travelling distance - but if you have to move, we will pay the costs involved.

The newer mines will give a better working environment. A better chance to use skills and talents to earn more. It will also give security - because our mines have long projected lives.

That's what we are offering to men who want to stay in the industry.

To men who want to go, the Government is offering even more generous voluntary redundancy than last year.

Remember, over the past three years, not a single miner who has

wanted to stay in the industry has been made to leave.

That is why there is no reason to fear the future.

The Government is providing us with £2 million a day to invest in our industry. No other country in Western Europe is investing so heavily in the future of coal.

We all have every reason to believe in the future of our industry.

However, there is one big BUT.

If we want to sell more coal, we will need many new buyers in British industry and overseas.

But they won't switch to our coal - however good the price - unless they can be sure they can rely on our deliveries.

**This strike - not the Coal Board - could butcher the industry.**

That's why it is so important that this strike ends soon.

It was called by the miners' leaders. It now needs to be called off by the miners themselves.

### NCB

**One in a series issued by the National Coal Board.**

WORLD TRADE NEWS

Paul Cheseright on why Belgium and Zaire still need each other Old friends troubled by debt crisis

TELEPHONE calls from Zaire to Belgium have to be made collect these days. The Zaire telephone authorities owe their counterparts in Belgium some BFR 1.5bn (£19.2m) and there is not much evidence to suggest they will find the hard currency to pay.

Even though a lot of that debt was probably built up by Belgians in Zaire tipping loose their local telephones operators to let the calls go through for nothing, the debt is a nagging reminder of the practical difficulties of keeping smooth relations between the two countries.

In commercial terms, the old master and the former colony—independent since 1960—still need each other. This interdependence will be evident when today, President Mobutu of Zaire lands in Brussels for a working visit to the Belgian Government.

Nearly BFR 2bn for compensation to the host of small Belgian investors in KDL, an old railway. The debt was rescheduled for payment over five years in 1981, but only one year's instalment has been paid.



President Mobutu of Zaire—visiting Belgium today.

Saudi Arabia considers Tornado fighter deal

SAUDI ARABIA has expressed interest in the possibility of the British-made Tornado multi-role combat aircraft from the UK, worth over £500m including support costs, but a deal is still some way off completion.

BL wins small gain from Spain on car shipments

AUSTIN ROVER has won a small increase in the number of cars it can export to Spain at a reduced rate of duty in the coming year. The scale of the increase has caused deep disappointment both within the BL subsidiary and the UK Government.

Mitsui plans to resume Iran plant construction

MITSUI THE Japanese trading house, plans to resume construction of its war-damaged petrochemical plant at Bandar Khomeini in southern Iran next month.

Doubts raised in Danish car deal

HOPE MOTOR, the Danish manufacturer, which claimed last week to have obtained an order for delivery of 226,000 electrically driven cars to the U.S. over the next decade, maintains that the order is completely genuine, writes Hilary Barrow in Copenhagen.

Korf seeks injunction against Kobe Steel

KORF ENGINEERING, the Düsseldorf-based steel plant contractor, is seeking an injunction in the Japanese courts in an effort to stop Kobe Steel, one of Japan's biggest steel producers, building part of a steel works in Iran using technology to which Korf claims an exclusive licence.

Fuji co-operation contract secured by Fokker

FOKKER, the Dutch aerospace group, has succeeded in persuading Fuji Heavy Industries of Japan to co-operate with it in the production of the Fokker 50 short-haul airliner.

MPs query ECGD on debt crisis safeguards

MPs SAY they are worried that the Export Credits Guarantee Department, now running its first cash deficit in 30 years, is not doing enough to guard itself against future losses.

Trinidad emerges triumphant

FOR Mr George Chambers, the Prime Minister of Trinidad and Tobago, last week's four-day Caribbean Community summit was a personal triumph.

German helicopters for Swedish army

THE Stockholm Government yesterday signed a DM 62m (£12m) contract to buy 20 anti-land helicopters from the West German aerospace concern Messerschmitt-Bölkow-Blohm (MBB), to enter service with the Swedish army, reports Rupert Corwell from Bonn.

FT LAW REPORTS

Tax not avoided by the sale of documents

RENOUNCEABLE LETTERS of allotment of shares situated in the UK if the rights arising under them are enforceable in the UK; and accordingly, although such letters are physically sold in the Channel Islands, the sale is a disposal of assets situated within the UK for capital gains tax purposes.

Trust (Jersey). The same sum was chosen in action situated in the UK, in that those in action were generally situated in the country where they were properly recoverable or could be enforced.

House of Lords decision in Furze v Dawson [1984] 2 WLR 22. The Lord Brightman referred to two limitations on the Ramsay principle ("viewed as a whole, a composite step may produce an effect which brings it within a fiscal provision").

On March 23 the Jersey companies became the registered shareholders of the UK company in respect of the preferred ordinary shares. It was evident from the total sum of £136m paid to the Jersey companies for their shares that the brothers had paid for all the shares in those companies.

But the issue of the new UK shares and of shares in the Jersey companies was part of the capital gains tax which would have arisen had the brothers made a direct sale.

HIS LORDSHIP said that at the beginning of 1979 the two brothers were directors of and held all the issued share capital of three private UK companies. The issued share capital of each company was small.

The Crown said that the assets disposed of were shares. However, if they were not shares but

It was common ground that both brothers were resident in the UK but domiciled in South Africa, so the only issues were as to identification of the assets disposed of and ascertainment of their situation at time of disposal.

That conclusion sufficed to dispose of the appeals. The Crown, however, advanced further contentions based on the

Appeals dismissed. For the brothers: Stephen Oliver QC and Oliver Weaver (Sonsman Pains and Co.). For the Crown: Robert Corns (Inland Revenue solicitor). By Rachel Davies, Barrister.



UK NEWS

RTZ buys up further 15.1% of Enterprise

By IAN HARGREAVES

RIO TINTO-ZINC, the mining and minerals group, yesterday picked up an additional 15.1 per cent of the newly-privatised Enterprise Oil, paying a lower price per share than in its dawn raid on Enterprise last week.

RTZ, which now owns 29.8 per cent of Enterprise, paid 101p each for 32m partly-paid Enterprise shares. This compares with the 105p paid in the dawn raid for 4.7 per cent of Enterprise and the 100p at which it obtained its initial 10 per cent stake in the Government's auction two weeks ago.

Mr William Bell, Enterprise chairman, will meet Sir Alistair Frame, the chief executive of RTZ, this afternoon to discuss the implications of the RTZ shareholding. RTZ was tight-lipped about its plans last night, saying only that it did not intend to acquire any further ordinary shares in Enterprise in the foreseeable future.

If it did so it would be required under City of London takeover rules to make a bid for the entire company, knowing that the Govern-

ment would then certainly use its golden share to prevent it taking active control.

RTZ said it noted the Government's desire to see Enterprise remain an independent company at this stage of its development. "The strength and support RTZ can provide to the independent management of Enterprise Oil will benefit all the company's shareholders. RTZ looks forward to a constructive relationship with Enterprise Oil," it said.

One immediate issue to arise is the question of RTZ representation on the Enterprise Board, which Enterprise will resist on the grounds, that it will create conflict of interest.

But the substantive issue which Sir Alistair and Mr Bell must start to address is whether some combination of assets of RTZ Oil and Gas, and Enterprise, perhaps in tandem with other deals involving RTZ's North Sea partners, can be made to make practical sense in terms of the tax and production profile of each company.

Scargill prepared to defy High Court

By John Lloyd

MR ARTHUR SCARGILL, president of the National Union of Mineworkers (NUM), said yesterday that a special union conference would be held today even if banned by the High Court.

Sir Robert Megarry, vice-chancellor of the High Court, said yesterday he would consider a ban if an area council meeting of the union in Nottinghamshire, scheduled for last Monday but disrupted by pickets, failed to take place by 3pm yesterday. The deadline passed without such a meeting.

The area council is dominated by miners who have continued to work during the pit strikes.

The special two-day conference called by the union's national executive is expected to endorse a hard-line resolution agreed unanimously by the executive. The resolution makes it clear that the union's leadership is not prepared to move publicly in its complete opposition to pits being closed for economic reasons. Mr Scargill said yesterday that the National Coal Board was now running scared.

Four charged with kidnapping exiled Nigerian politician

By Andrew Taylor and Quentin Peel

THREE ISRAELI nationals and a Nigerian diplomat will appear at Lambeth Magistrates Court in London this morning charged with offences relating to the abduction of Alhaji Umaru Dikko, a fugitive Nigerian politician.

Detectives at New Scotland Yard described the four as: Mohammed Yusufu, a 40-year old diplomat of Mushin, Lagos, Nigeria; Alexander Barak, 27, an Israeli businessman of Brenner St, Netanya, Israel; Lev-Arie Shapiro, a 43-year old Israeli doctor, of Pinkas St, Petach-Tikva, Israel; and Felix Messoud Abutbul, a 31-year old shopkeeper of Harav Kook, Netanya, Israel.

They are charged with stealing and unlawfully taking away against his will Alhaji Umaru Dikko from Porchester Terrace, London, on July 4.

The four are additionally charged with unlawfully administering to Dikko four stupefying drugs with intent to enable themselves and others to commit an indictable offence of kidnapping.

Although Mohammed Yusufu is described as a diplomat, he is not on the diplomatic list of the Nigerian High Commission in London, and therefore does not enjoy any

diplomatic status in London under the Geneva convention, according to British officials.

Earlier Maj Gen Haidu Hananiya, the Nigerian High Commissioner, had a further meeting with Sir Anthony Acland, Permanent Under Secretary at the Foreign Office, but officials refused to confirm or deny whether he had given an answer to Britain's request to interview a number of London-based Nigerian diplomats.

Sir Anthony had asked for a very early reply to the request, which does not require any formal waiver of diplomatic immunity. Only if charges were to be pressed against the diplomats would the Nigerian Government have to be asked for such a waiver.

Although the Nigerian Government appears to be seeking to play down the whole Dikko affair, in which it denies any involvement, the Nigerian media has published strongly anti-British commentaries.

The government-owned Daily Times newspaper said it would be hard for Britain to convince Nigerians of its friendship while harbouring exiles threatening war against the country.

Thatcher brake on council spending

By Peter Riddell, Political Editor

TIGHT CURBS on local authority expenditure in the present financial year will be announced by the Government within the next 10 days after discussions last night by a Cabinet committee chaired by Mrs Margaret Thatcher, Prime Minister.

This follows overspending in the financial year which ended last March and signs of a substantial overshoot over target levels in the current 1984/85 financial year.

Proposals for a moratorium on a wide range of local authority capital spending projects have been proposed to ministers.

There is no question, however, of any mini-budget such as the general cash limit squeeze announced last July, but the Treasury is pressing for tough action specifically against local authority overspending.

The main debate is about how far such action should be selective rather than a general moratorium in view of the controversy provoked by 1980 curbs upon housing capital projects.

Tory MPs criticise Government over Fontainebleau deal

By Peter Riddell, Political Editor

THE GOVERNMENT yesterday faced strong criticism from a House of Commons committee of MPs over the EEC budget deal agreed at Fontainebleau, France, a fortnight ago.

The criticisms, from the Treasury and Civil Service committee, came a few hours before a Commons debate on the EEC when Sir Geoffrey Howe, the Foreign Secretary, was forced on to the defensive by Labour and some vocal Tory backbenchers.

The committee, on which the Tories are in a 7-4 majority, argued that the Fontainebleau agreement "cannot be regarded as proffering a lasting solution" in the absence of agreement on budgetary discipline and effective controls on agricultural spending.

Over what the report describes as "probably the key component of any lasting settlement, budgetary control," the MPs maintain that "little or no substantive progress was made on the position agreed earlier in the year with Brussels."

The committee was critical of the arguments made by the Treasury about improvements in budgetary discipline and the proposed in-

crease in "own resources," revenues related to a national value-added tax levy paid directly to the Community.

Mr Terence Higgins, a Conservative MP and chairman of the committee, argued during the debate that no case had been made out for an increase in own resources.

Sir Geoffrey tried to provide reassurance to the Tory doubters by stressing that the Government had no intention of bringing forward the necessary legislation to increase own resources until the finance ministers of the EEC had agreed the precise measures to guarantee the effective implementation of budgetary discipline.

The Foreign Secretary claimed that a fundamental change had occurred in attitudes in the EEC. He argued that the new budgetary system would be a lasting one and could not be changed without the approval of the British Government and Parliament.

Sir Geoffrey claimed that important progress had been made in reforming the Common Agricultural Policy. He said that "more tough measures on cereal prices, on wine and on olive oil will have to follow."

Sea trade shifts to ports on east coast

By David Brindle, Industrial Staff

THE PATTERN and nature of Britain's seaborne trade has changed since the UK's last national dock strike in 1972.

There has been a shift of emphasis from the ports on the west coast to those on the east coast and in the Channel area.

This shift has been concurrent with - and has to a great extent produced - a growth in the importance of ports not included in the statutory dock labour scheme and, therefore, not certain to back a strike over the scheme.

However, the significance of these changes should not be over-estimated. Of Britain's top 10 ports (measured in terms of the volume of non-fuel foreign trade last year) only three are non-scheme.

Further, the changes in the pattern of trade were to a considerable degree already evident in 1972 and did not substantially weaken the effect of the dockers' action.

Employers, therefore, are not convinced by arguments that developments in the ports in the past 12 years spell automatic defeat for the dockers. Rather, their view is that while Britain's trade will not be strangled, it will be struggling for breath in the event of a lengthy stoppage.

The most recent comprehensive study of the ports industry was carried out for the British Ports Association by Mr Philip Oxley and Mr Tom Hannan of the Centre for Transport Studies at Cranfield Institute of Technology. It was published in 1982.

This study of the period from 1965 to 1980 pointed out the three essential changes in British seaborne trade that lay at the root of the west-east and scheme/non-scheme shifts in the ports:

● A steep increase in "unitisation" of cargo, chiefly through the use of containers and roll-on of fer-

ries. It was estimated that 80 per cent of general cargo and 12 per cent of semi-bulk shipments were unitised by 1980.

● A move away from deep-sea trade with the British Commonwealth to trade with the rest of Europe. In 1965, 50 per cent of foreign trade was with the Commonwealth and 13.5 per cent with near-sea countries. In 1980, the proportions were 41 per cent and 30 per cent respectively.

● An increase in "non-port" traffic, which represented the largest proportionate growth of any sector of trade and which was accounted for almost entirely by North Sea oil shipments into port from the oilfields.

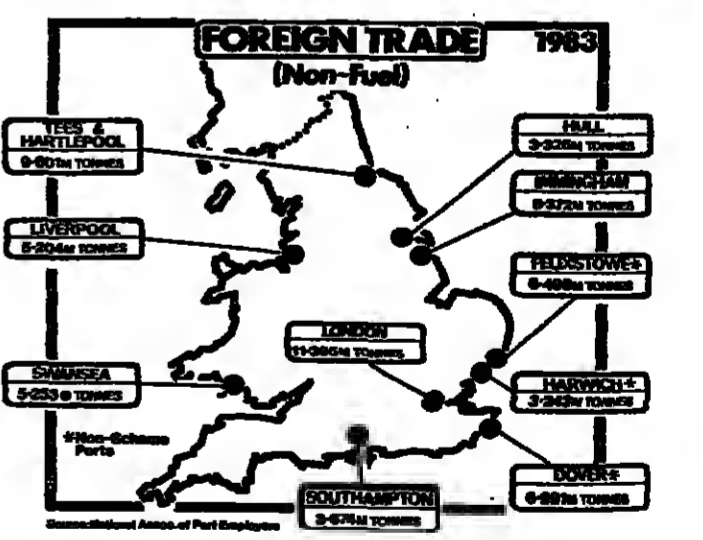
Taken together, these factors brought business to ports in the South-east and South-west of England, Yorkshire and Humberside, the east coast of Scotland and, especially, East Anglia including the Wash. They took trade away from ports in Wales, the North-west of England and the west coast of Scotland.

The first two of these trends were, however, already clear in 1972. Container ships dominated the Atlantic trade, had made big inroads on the Far East routes and had started to appear on Australian runs. Commonwealth trade was falling.

The impact on dock labour was also already apparent by 1972. The number of registered dockers fell from 62,000 in 1966 to 45,500 in 1971.

Employers, drawing comparisons yesterday between 1972 and 1984 were of the view that the ports industry remained today only slightly less vulnerable to a solid strike by scheme port dockers. Much, it was felt, would depend on whether Felixstowe and Harwich men, on the east coast, stayed at work.

Crucial test, Page 11



Lloyd's will not extend deadlines on audit

By John Moore, City Correspondent

LLOYD'S underwriting members seeking to recover more than £28m of their missing funds will not be granted a further extension to meet Lloyd's audit deadlines, Mr Ian Hay Davison, the market's chief executive said yesterday.

He stated Lloyd's position as a group of Lloyd's members are seeking an extension on the deadline for Lloyd's solvency test, which has been set for July 21. So far the members have been given a seven-week extension on the solvency deadline to consist of plans in which over £38m of their money will be eventually returned to them.

The plans form part of an "offer" by Minet Holdings, and Alexander & Alexander Services, in which the

members are to receive funds which have been allegedly misappropriated by former executives of the Minet Holdings group.

More than 1,000 underwriting members, whose funds have been allegedly misappropriated, face losses through trading in Lloyd's of £37m and are relying on the recovery of the missing money to meet underwriting losses.

Lloyd's solvency test is looming. In that test underwriting members have to satisfy Lloyd's that they have sufficient funds to meet the underwriting losses. Individual members of Lloyd's, affected by the latest proposal, face losses of up to £250,000 each.

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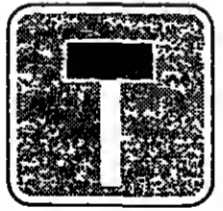
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28 09 843727/001/778778	ELY	CARD No 0006 RDA 448Y	24 SEPT	P	30.00	11.00	11.40
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### WORKING FOR U.S. COMPANIES

# The Yumpy and Pumpy corporate credo

The 100 Best Companies to Work for in America  
by Robert Levering, Milton Moskowitz and Michael Katz. Addison-Wesley Publishing Co. \$17.95, 372 pages

IF THE technology of extruded pet foods turns you on to go to work for Ralston Purina, "it's on the cutting edge." If, on the other hand, you would be more excited by the prospect of the best free lunch in Milwaukee, then the Northwestern Mutual Life Insurance Company is the employer for you. It boasts a four star office canteen.

These are among the many gems to be found in the 100 Best Companies to Work for in America, which is really nothing more than a marvellous collection of business trivia. It won't be much help to job hunters, since it is more concerned with fashionable matters of corporate culture than with humdrum details about pension arrangements or salary structures. Instead, it gives a new perspective on successful American businesses.

First it shows how they would like to be seen by potential employees. And then the book also suggests how such companies are in turn likely to be valued by the YUMPYs (young upwardly mobile persons) and perhaps even the PUMPYs (potentially upwardly mobile persons) at whom the authors are presumably aiming. One rather terrible example of all this is the corporate credo. It seems that hosts of

U.S. companies feel obliged to stridently together list of eye watering awful platitudes — of the "We believe in the dignity of the individual" type — in order to inspire and guide their workforce. Apple, Borg Warner, Dana Corporation, Marion Labs and Rohn Corporation are among the many otherwise rational organisations which engage in this practice. Another feature is the number of attractive employers dominated by an individual or a family, such as Control Data, Trammell Crow or Atlantic Richfield. And it is not only this category of company which emphasises the family values of the organisation.

### Strong emphasis on team spirit

According to the authors, the firm characteristic of a good employer besides the pay and benefits offered is that it "Makes people feel that they are part of a team or, in some cases, a family."

A number of companies go further than this in their bid to capture the hearts of their workforce. A former president of Armstrong World Industries, the giant flooring and furniture manufacturer, admits that his company "tends to submerge the individual personality and develop the corporate personality." Or, in the words of the man from McDonald's (which actually does not make the top 100 because of the way it treats its low paid workers)



"First you have to get McDonaldised. They take all the blood out of your veins and put ketchup in them."

It all sounds rather like those popular books on Japanese management which jam the disjointed book stores. Unsurprisingly, Nissan Motors is on the list. For the British reader, it is

revealing that the authors pay almost no attention to the holiday allowances on offer. U.S. companies are notoriously mean about time off: at Eric Insurance, for one, you have to work for 10 years before you qualify for a three-week annual vacation. Let's go to Lasorda's grave and find out if the Dodgers are home or away!

### THE TOP TEN COMPANIES

- Bell Labs
- Trammell Crow
- Delta Air Lines
- Golden Sachs
- Hallmark Cards
- Hewlett-Packard
- IBM
- Fitney Bowes
- Northwestern Mutual Life
- Time Inc.

PUMPYs evidently have their minds on higher things than the seaside. Physical fitness, for instance. If you want to become immensely rich and avoid fat people, become a partner in Trammell Crow. Our senior executive estimates that 90 per cent of his colleagues are joggers. "You won't find any overweight people here," he observes.

At Disney you can get fired for "moral turpitude," and loyalty counts for a lot as well in some companies on the list. As an extreme example, Mr Tommy Lasorda—the manager of the Los Angeles Dodgers—wants to go on working for the company throughout eternity. "When I die," he says, "I want the Dodgers' schedule put on this tombstone. When people are in the cemetery visiting their loved ones, they will say, 'Let's go to Lasorda's grave and find out if the Dodgers are home or away!'"

RICHARD LAMBERT

### HOW COMPANIES OPERATE IN SOCIETY

# A need to rethink basic concepts

Corporate Governance  
by K. I. Tricker. Gower. £17.50, 312 pages

THE LIMITED liability company has proved to be a powerful force for economic progress over the past century or so, but despite regular Companies Acts the legal concept has begun to lag rather seriously behind the practical realities.

Thus the law treats shareholders as being all-powerful, although in practice in large public companies they may be rather weak and ineffectual relative to the management.

Typically, large modern companies set up chains of servile subsidiaries, which have to go through all the rigmarole of board meetings and the filing of "true and fair" accounts even though it serves no real practical purpose to regard them as independent entities.

Alternatively, there are large and quite well-defined trading divisions of major companies

which have no legal status at all. Some argue that the concept of the company as a purely capitalist construction is simply out of date. There has long been a pluralistic tradition on the Continent of Europe, where the giant firms, for instance, there is an elaborate system of two-tier boards of directors and the company has been viewed as something more akin to a joint relationship between labour and capital.

A development of this is the theory of multiple "stakeholders" whereby a number of separate interests are deemed to be owed a commitment by the company, which is in some way responsible to them jointly. They include shareholders, employees, customers, governments and perhaps more.

In Britain this theory has failed to attain any legal force, except to the extent that the 1980 Companies Act insisted, in a vague and unhelpful way, that companies must take workers' interests "into account."

Bob Tricker headed the Corporate Policy Group at Nuffield College, Oxford, which was established in 1973, and this

book is based upon five years' work.

Two strands have emerged from the Group's studies. One is that there are opportunities to improve board level effectiveness. The other is that there are challenges to the way in which business entities operate in society, and consequently there is a need to rethink the underlying conceptual framework.

The book successfully manages to clear away some of the conceptual fog by classifying companies in a more realistic way than has been recognised by company law. Four types emerge, starting with the proprietary company (dubbed PTY) which is identified with a particular individual or, perhaps, family. A private company (PTE) is rather more highly structured, with a clear divorce between ownership and management.

The public company (PLC) is the familiar type of enterprise with substantial outside investment. There is also the subordinate (SUB) company where power devolves to an ultimate parent, perhaps

through several layers of legal ownership.

Bob Tricker argues, rightly, that such distinct types of enterprise should not be treated so similarly under the law. For instance, parent companies should not be allowed to exploit the limited liability of their subsidiaries (in practice, of course, they run into serious snags when they try to do so).

His recommendations on governance, however, are much less easy to accept. Thus he argues that PLCs should have governing bodies of independent governors who would relate in a rather complex way to the boards of directors and the managements. The governors would be intended to impose some of the direction which public shareholders fail to apply in modern circumstances. But who they would be, and the nature of their motivation, are not made very clear.

The key issue is whether governance is a specific role which can be usefully separated from management (and, indeed, ownership). Unfortunately Mr Tricker seems to get bogged down with

a kind of Wise Men soliloquy, and he is not particularly clear about their terms of reference; they would not be concerned with employee rights, which would be a "separate issue" but there is a clash here with European Community thinking, and governors would be advised to "consider whether there are practices they would like to adopt which would be helpful to relationships with such other interests."

Fundamentally, Bob Tricker does not favour the continental approach. British flexibility should be better for encouraging business initiative but corporate effectiveness, he admits, cannot be imposed by statute. BARRY RILEY

# Alas, no magic answers

Supermanaging  
by Arnold Brown and Edith Weiner. McGraw Hill, £4.75, 288 pages

THIS IS one of those peculiarly American books which promises so much, but delivers disappointingly little. Its subtitle—How to Harness Change for Personal and Organisational Success—is nothing if not ambitious. Sadly, but perhaps predictably, the reader is not going to find any magic answers to the problem of how to deal with what the authors call the present "tidal wave of change."

Rather he or she is treated to a quick run through the way American society is changing, peppered with more or less interesting examples culled from a range of magazines and newspapers.

The basic message of the book is elaborated so often that eventually it encourages a certain amount of fatalism, that today's manager cannot afford to take anything for granted and must start from the assumption that everything is in flux.

The book is written in the best Dale Carnegie "anything is possible if you only have the will" style of so many of these books. But the problem is that constant diagnosis of problems is no substitute for solutions.

The book's 30 chapters embrace everything from the growth of locomotive technologies (bioengineering, computers, communications and materials science) to interdependence (dynamic systems have complicated feedback loops).

Each chapter is neatly broken up into sections with "read me" headlines (Let It All Hang Out, Inter-generational Conflict, The System is the Problem, etc). Presumably this makes it easier to dip in and out of the book. Unfortunately, it also means that none of the vast range of issues is treated in much depth.

More seriously, there are disappointingly few examples of how other managers have managed change. Unlike, say, In Search of Excellence, there are comparatively few examples of people or companies who have coped with rapid change well (or badly). That would have been interesting. DAVID BELL

### INFLATION ACCOUNTING

# Witty but over-simplified

On a Cloth Utrure. Inflation Accounting: The Way Forward  
by D. R. Myddelton. Woodhead-Faulkner, £14.95, 133 pages.

PROFESSOR David Myddelton of the Cranfield School of Management has an easy prose style that many journalists might covet; by the admittedly modest standards of accounting textbooks he is positively riveting.

The advantage of this is that readers with the vaguest interest in either accounting or inflation are likely to finish Professor Myddelton's new book. The disadvantage is that they may end up believing it. The problem is that the measurement of business income is not as simple as Professor Myddelton pretends. He writes as though the only serious shortcomings of conventional accounts is their failure to compensate for changes in the purchasing power of money, or for "currency debasement" as he prefers to call it.

This shortcoming is indeed serious and it is one that the Accounting Standards Committee has lamentably ignored for more than a decade. Professor Myddelton rightly pours scorn on the existing, if lame duck, "inflation accounting" standard, SSAP 16, which assumes that only the specific price changes experienced by individual companies are of significance.

This attitude is the legacy of the government-appointed Sandilands committee that ruled in 1975, to everybody's surprise, that inflation did not exist. Constant purchasing power (CPP) accounting, the system Myddelton defends in on a Cloth Utrure (a quotation, incidentally, from The Mikado), corrects for the fact that, when prices are rising, money is an unreliable unit of account. Just as one should not add pounds and dollars without first translating them into common currency, so one should not add pounds of different dates without first translating them into units of common purchasing power.

On this, most modern theorists are likely to support Professor Myddelton: the financial items in accounts need to be adjusted for changes in money's purchasing power. But they will disagree strongly when Professor Myddelton argues that such indexation is appropriate also for the real assets recorded in accounts—plant, machinery and inventories, for example. It is simply not true that the current value of real assets is their original acquisition costs indexed for general inflation in the interim. The values of individual assets may rise at a different rate to that of prices generally (indeed they may fall) and Professor Myddelton will mistake real profitability if he assumes the contrary.

CPP, sadly perhaps, is likely to attract few supporters. The Government will argue that Chancellor Lawson will soon achieve price stability and that

dilavods committee that ruled in 1975, to everybody's surprise, that inflation did not exist.

Constant purchasing power (CPP) accounting, the system Myddelton defends in on a Cloth Utrure (a quotation, incidentally, from The Mikado), corrects for the fact that, when prices are rising, money is an unreliable unit of account. Just as one should not add pounds and dollars without first translating them into common currency, so one should not add pounds of different dates without first translating them into units of common purchasing power.

On this, most modern theorists are likely to support Professor Myddelton: the financial items in accounts need to be adjusted for changes in money's purchasing power. But they will disagree strongly when Professor Myddelton argues that such indexation is appropriate also for the real assets recorded in accounts—plant, machinery and inventories, for example. It is simply not true that the current value of real assets is their original acquisition costs indexed for general inflation in the interim. The values of individual assets may rise at a different rate to that of prices generally (indeed they may fall) and Professor Myddelton will mistake real profitability if he assumes the contrary.

CPP, sadly perhaps, is likely to attract few supporters. The Government will argue that Chancellor Lawson will soon achieve price stability and that

adoption of CPP would be a vote of no confidence in him. Industry, chastened by SSAP 16, will say it is quite happy with ordinary accounts. Academics will say there is no escaping the need for correct valuations of real assets.

All this, though, is no reason to ignore Professor Myddelton's witty book. He offers some new insights and provides a scathing critique of the "entity" conception of the firm that underlines pure replacement cost accounting.

Time and again, however, readers will be nonplussed by the ferocity of Professor Myddelton's attacks on his critics. Such readers would be right to assume that the world is not as black and white as Professor Myddelton seems to believe.

MICHAEL PROWSE

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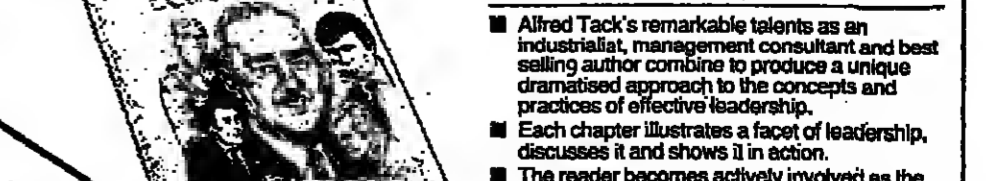
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BOOKS 2

COMPANY UPS AND DOWNS

Wide variety of turnarounds

Corporate Recovery by Stuart Slater. Penguin Education, 24.95, 429 pages.

1970s which means that little attention is devoted to the casualties of the last recession.

As an ecologist of the inter- nal ingredients of the turn- around, however, the book often makes fascinating reading.

Mr Slater has analysed 40 UK re- covery situations in depth and has discovered perhaps unsur- prisingly, that the single most significant causal factor in decline is lack of financial control, present in 30 cases.

INCOMES POLICY

Impossible conundrum for unions

Wage Restraint by Consensus: Britain's Search For An Incomes Policy Agreement, 1945-79.

collective bargaining "too literally will become laundier and may even prompt some people to re-investigate the merits of monetarism's principal rival in economic management, refutation plus incomes policy.

As well as correcting a number of fallacies about the closed shop Dr Fishbein points out that almost all the expansionist "TUC policies" which formed the pro quo for restraint had been separately developed by the Labour Party national executive committee and endorsed by conference.

decentralised nature of much of British bargaining. That devolution of power—ironically given such a boost by Mr Jack Jones the central architect of the Social Contract—created an impossible conundrum for local negotiators.

UK NEWS

David Brindle and David Goodhart on the future of a 'job for life'

Key test of dock labour scheme

THE NATIONAL docks strike in Britain, which began at midnight on Monday, will be seen as a crucial test of strength over the future of the statutory dock labour scheme.

if an employer closes, remaining employees in the same port must take on its workers—virtually ruling out compulsory redundancy.

The issue flared at the employers' annual luncheon in April. Union leaders were furious at speeches made against the scheme in their presence, although Mr Nicholas Ridley, the Transport Secretary, disappointed the more bullish employers with the restrained tone of his comments.

throughout the coal dispute and the strike could have come as easily in late April when there was a confrontation at the Hunterston terminal in the Clyde.

MPs question acid rain cause

By Maurice Samuelson AN ALL-PARTY committee of MPs is expected to give the Government valuable support in resisting what it sees as premature, expensive and questionable action in coping with acid rain.

The House of Commons select committee on the environment has been studying the acid rain problem for the past three months. It is expected to report shortly that nitrous oxide emissions, 30 per cent of which come from car exhausts, are at least as important a cause of acid rain as sulphur dioxide—widely blamed for acid rain—and possibly more so.

MPs are expected to question the Government's plan to introduce a new tax on sulphur dioxide emissions, which would increase the cost of petrol and diesel fuel.

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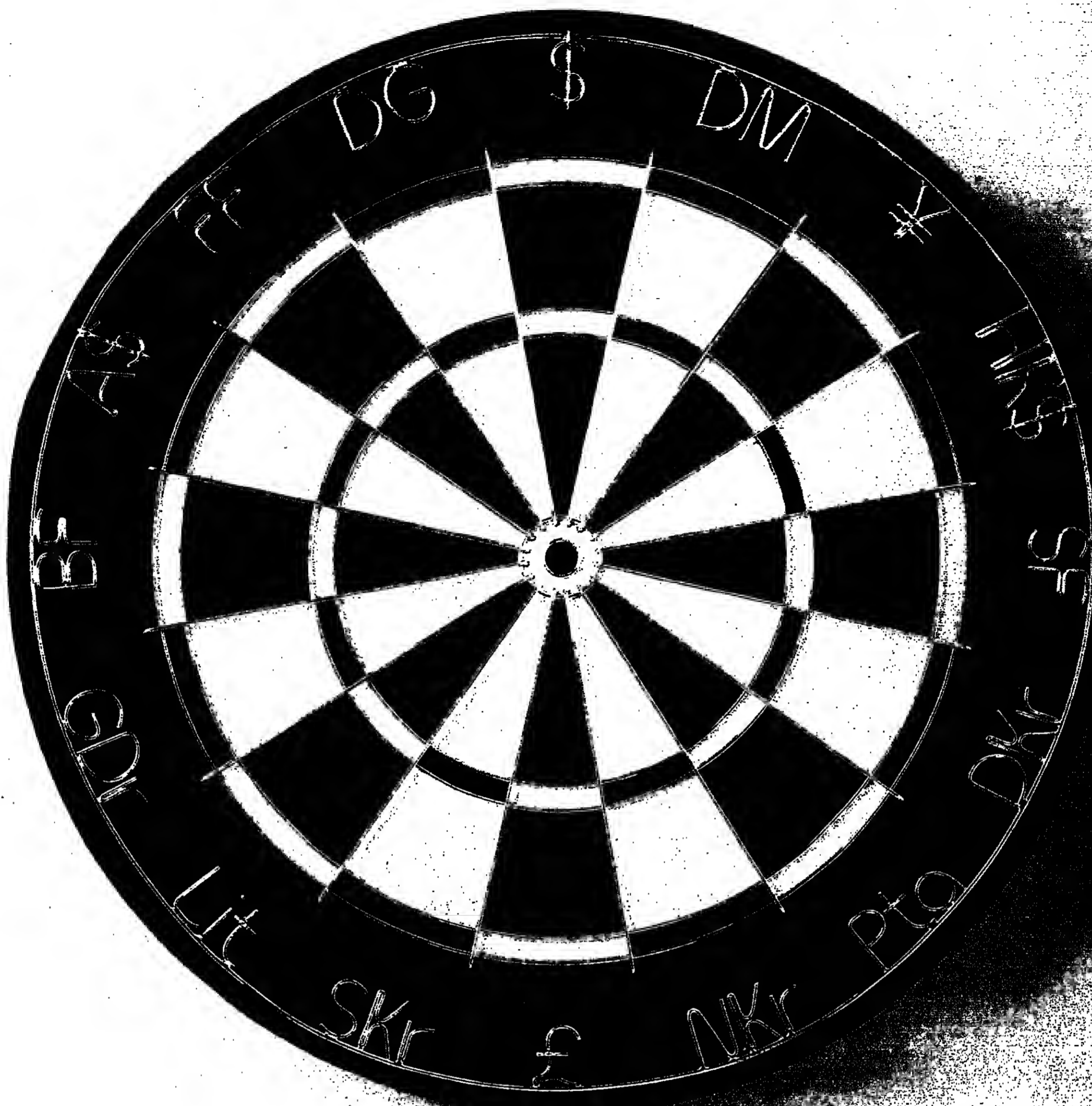
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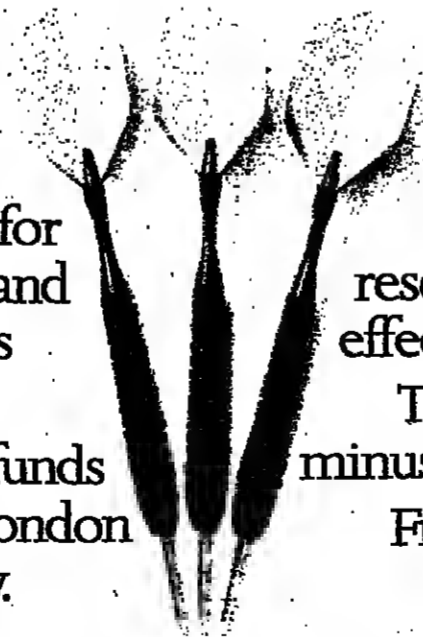


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THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

The biscuit market

# Nabisco: aiming to tickle the UK palate

Carla Rapoport reports on the reshaping of Huntley & Palmer

A STUDENT of 1980s architecture would revel in the old Huntley & Palmer building on Kings Road in Reading but John Greeniaus, chief executive of Nabisco UK, which now runs the old H & P business, hates it.

"All those long, tall corridors and closed doors," he says with distaste. Nabisco will be spending £3m over the next few years on a roof-to-cellar refurbishment of the old Reading building.

Greeniaus, a 39-year-old Canadian, has much more on his mind than breaking down the cold, formal atmosphere of his head office. Within the next eight months or so, Greeniaus aims to take on the UK biscuit market in a manner that promises to create more excitement than the staid biscuit manufacturing industry has seen for decades.

"We've got to take the fundamental initiative to create a more interesting product, not just another plain old biscuit. Something richer, something exotic, something that will tempt consumers. I've got to believe the UK is ready for it," says Greeniaus.

The exotic new product should be ready for sale by early next year. It is most likely to be a cake-like biscuit, along the lines of the new chewy cookies launched with so much fanfare in America recently by companies such as Duncan Hines, part of Procter and Gamble, Nabisco and Keebler, a subsidiary of Britain's United Biscuits.

The American battles in the cookie market have produced some encouraging results for some of the participants, including Nabisco and Keebler. But as one UK retailer recently put it: "Americans will eat anything."

Even so, Greeniaus' plan to launch a chewy biscuit in the UK has the full support of his new chairman, Basil Collins, formerly group managing director at Cadbury Schweppes. "We do not accept that because the UK biscuit market has been dull, it has to remain dull. If that premise launches a cookie war in Britain, so be it," says Collins.

But is Nabisco UK—which means only Shredded Wheat cereal to millions of UK consumers—in any shape to go to war in the biscuit market? Just about, says John Greeniaus.

The heart of Nabisco UK is the old Huntley & Palmer group which was acquired by Nabisco in late 1982. One of Britain's oldest private companies, H & P was in serious decline by the early 1980s, stemming from a host of historical problems (see related story). By 1982, H & P reported trading profits of £0.9m on sales of £240m. Nabisco UK produced £13.9m on sales of £138m.

Following the departure of the old H & P management including the remaining members of the founding Palmer family, Nabisco filled the top jobs in Reading with proven hot-shots from its US, Australian and Canadian businesses. These chief executives lost no time in launching a pruning operation.

The workforce was reduced by 24 per cent, with the loss of 4,900 jobs. The 25 factories operated by the two groups were cut back to 17, distribution depots from 34 to 26, and three salesforces merged into one. Rationalisation reached into the product portfolio as well, with 150 different biscuits eliminated.

All this activity has had a smart effect on the group's profits. In a statement to be released next week, Nabisco will announce that the newly merged group has lifted trading profits by more than 50 per cent, from £14.8m in 1982 (Nabisco's £13.9m plus H & P's £0.9m) to £22.6m in 1983 on sales of £388.6m. In the biscuit arena, trading profits leaped from £3.2m to £5.4m on sales of £220m to £250m, while the group's merged snacks businesses pushed profits from £10m to £17m on sales of £174m.

This year will bring another "sizeable" increase in profits, according to Collins. But Greeniaus says he still has more pruning to do. Nabisco's Canadian subsidiary, he points out, has a larger turnover than the UK operation, with just 6,000 employees. Nabisco UK currently employs 14,000. Fur-



John Greeniaus (left) and Basil Collins: planning "something richer, something exotic"

ther reductions, however, will be met largely through natural wastage, he says.

"The productivity gap between us and United Biscuits is still enough to be concerned about. From an operations point of view, UB has been brilliant and I take my hat off to (Sir) Hector Laing on that," he says.

"But I think there has been an over-emphasis on efficiency in this market. There isn't the richness of biscuit. Biscuits in the U.S. cost 20 to 30 per cent more per unit. We have a hypothesis that the consumer will be willing to try a more interesting high quality product," says Greeniaus.

At this point he gets almost heated. "You hear a lot of talk about the concentration of power in the hands of the retailer. But it's not the big, bad retailer that is hurting us. We (the manufacturers) simply left them a void. We stopped innovating," he says.

"Some of our most exciting foods are own-label—we went out and developed whole businesses, like bran flakes for Sainsbury."

Then he picked up a packet of Smiths crisps. "This guy invented crisps and we owned the market. Then two things were done. The quality was allowed to slide and all consumer advertising was withdrawn. It was death."

But improvements in quality and productivity demand capital investment, while supporting brand names requires hefty advertising support. On the first point, Nabisco has told the Monopolies and Mergers Commission that it intends to spend £95m on the old H & P business over the next five years. Last year, it spent £20m on line improvements, fleet modernisations, packaging innovations and the like. This was below the group's target set out in the Commission's report, but Nabisco insists it will spend the full amount within five years as promised.

On advertising, spending jumped from £13m to £20m this year and will increase substantially next year.

With around 18 per cent of the biscuit market, compared with UB's 40 per cent, Greeniaus says he aims to halt the decline in market share and become an effective Number Two in the marketplace. "Right now UB has the market all to itself. We are not large enough for them to pay attention to us. I'm resigned to being number two, but more like Pepsi, which is a strong second to Coke."

The new, improved Nabisco has already had a positive effect on biscuit prices. After four years of decline, prices held steady in real terms last year and this year are inching up just behind the rate of inflation.

Greeniaus hoped to be the first on the British market with the new chewy biscuits. Up until last Friday, the field looked clear. But this week, UB executives decided they could no longer ignore the excellent returns from their Soft Batch cookie in the U.S.

Unlike Nabisco, however, UB will tread softly into the fray. "We have researched it here and it hasn't researched very well," says Sir Hector. "Nevertheless, we will test it in a small area . . . but not immediately. I think it is too sweet. But we are not too proud to try something new," he says.

Nabisco is more aggressive. "We have to develop something specifically for the British taste," Greeniaus says. Currently, soft biscuits are simply considered to be stale, not scrumptious, by UK consumers. The outcome could be closer to the American brownie than the all-American chocolate chip cookie, he says.

The City is already sceptical of Nabisco's challenge. "It's going to cost Nabisco a pile of cash and take a lot of time to try to change the British taste," says David Lang, a food analyst with Henderson Crustwaite, the London stockbrokers.

But to Basil Collins, the changes are already here. "Look at the rise in fast food, look at the increased consumption of snacks. We are changing to what I call mobile eating. Biscuits are in themselves an ideal snack, but they haven't attached themselves to the glamour of snacks. It is up to us to make them both exciting and part of everyday, routine eating."

## The perils of a declining market and a narrow base

"IT IS incredible that the last word of invention should date thirty years back . . . in no other trade can this policy hold," harrumphed the firm of valuers Wheatley Kirk Price, which Huntley & Palmer had called in to value their assets.

That was back in 1965. "We look forward," stated Wheatley Kirk Price, "to seeing a new complete factory in which, for all ordinary biscuits, the operations will be automatic . . ."

According to T. A. E. Corley's book, Quaker Enterprise in Biscuits, the first automatic machines for standard types of biscuits did not arrive in Reading until 1939. H & P had been in business for more than a hundred years by that time, but it had yet to learn the value of investing in its core business in order to keep abreast of technological innovation.

The story repeats itself at other points in H & P's history. In 1955, H & P opened a brand new factory in Hayton, east of Liverpool. A factory on a greenfield site might have presented an opportunity for experimenting with further technological improvements," Corley tactfully suggests.

"We didn't do it deliberately," says Palmer. "But it is true that we did not generate enough money to reinvest in new and modern technology. To this extent, we were outbid by United Biscuits," he says.

Raymond Monblot, brought in by Keith Bright to run the biscuit division, now chairman of Campbell's UK, says: "In 1963, Associated Biscuits (H & P) and United Biscuits were about equal in the marketplace. UB appointed a king (Hector Laing) who drove the company down the road of high productivity and strong brands. Huntley & Palmer had no driving force; they stretched their driving force in that family."

For all that, it was the Bright regime that decided to embark on an aggressive acquisition campaign in the late 1970s which further stretched the group's resources away from its core business.

Bright's explanation today—accepting that some of those acquisitions soured swiftly—is that AB was under threat of an unwelcome bid from Northern Foods around 1978. "There was a need to expand the base of the business," says Bright.

Between 1978 and 1982, biscuit prices fell in real terms by more than 16 per cent while demand remained flatter than a pancake. H & P, badly pinched by relatively high production costs, attempted to rationalise and cut back on advertising. When the Nabisco bid arrived in early 1982, Bright thought the company had a reasonable chance of remaining independent.

Those chances were dashed, he says, when he received the revised accounts for OP Chocolates, a Welsh-based subsidiary. Profits of £1m had melted into losses of £1m and that £2m swing, Bright says, spelled the end of H & P's defence.

"Yes, it would have been highly desirable to invest in the business (during the 1970s), but it was a single, narrow-based company in a declining market, facing powerful competition," says Monblot. "What would you have done?"

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## Management abstracts

Participate—but with caution. R. J. Boyle in Harvard Business Review (U.S.), Jan/Feb 84

A divisional manager of Honeywell Inc tells how the company tried to move from a heavy authoritarian style, when lavatory doors were removed to discourage private reading in company time, to a participative style; describes how the participative style spawned an uncontrolled proliferation of committees and task teams, and how the company has now moved gradually to a better balance—but with participation still holding the upper hand.

The break-up of computer service departments. C. J. Rowe in Industrial Management and Data Systems (UK), Jan/Feb 84

Speculates on the effects of the growing use of micros on the role and future of centralised computer services departments, particularly in larger organisations. Predicts that the trend towards using micros as managerial tools will accelerate the "break-up" of central data processing departments, with staff being dispersed throughout organisations to act as consultants to line managers. Concludes that computer services may represent the fastest rise and fall of any branch of management.

The sales function in banking. J. Cheese in The International Journal of Bank Marketing (UK), Vol 1 No 2

Reviews the acceptance of selling and the introduction of sales management in the clearing banks; claims that erosion of revenue, due to increased competition, has forced a radical rethink in arriving at an effectively organised and managed sales effort.

In-store video. P. James in International Journal of Micrographics and Video Technology (UK), Vol 2 No 4

Describes the use of video for in-store product demonstrations, giving details of both random access—where customers select the particular product to be shown, and continuous—where a set video is replayed continuously. Gives some idea of the likely costs involved and suggests that return on investment can be high—but warns that projects must be presented professionally.

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# TECHNOLOGY

PHILIPS AND SIEMENS COLLABORATE ON MICRO CHIPS

## European adventurers in the sub-micron world

BY WALTER ELLIS IN AMSTERDAM

**THE INCREDIBLE** shrinking world of sub-micron technology is expanding rapidly. To borrow from Professor Parkinson, integrated circuits (ICs) are contracting to fill the space available.

The fact is that whichever company first comes up with a commercial micro-chip on which the components are spaced one thousandth of a millimetre (one micron) or less apart stands to make a fortune. Present-day ICs, miraculous and minute though they are, cannot carry the amount of information which electronics systems designers ideally would like to put into them, and the race is on to put more into less.

Philips of the Netherlands and Siemens of West Germany Europe's two largest electronics groups, are hoping to set up an advanced research and development centre in Eindhoven, funded by the two companies with help from their respective governments, in pursuit of the mini-micro-chip.

No details of the cost have been released. Both companies remain cagey about the amounts involved, but negotiations are underway with the economics ministries in The Hague and Bonn, and it is understood that some hundreds of millions of guilders are at stake.

The importance of the project can perhaps be measured by the fact that a decision by the Dutch government is likely to be taken in the context of the 1985 Netherlands budget, now under consideration. The Philips-Siemens joint centre, which would engage in fundamental as well as applied research, would be equipped with the latest, computer-aided design equipment and would recruit a team of highly-qualified specialists able to construct their own theories and strategies right at the edge of known technology.

Sub-micron technology presents problems of scale that have yet to be overcome. Existing silicon chips have been refined steadily over the past 10 years. The difficulty now is that further improvement is impossible due to structural weaknesses inherent in the materials used. Philips uses the analogy of water being run through a pipe. When the pipe

is wide, the water flows freely. The smaller the diameter of the pipe, the more pressure has to be applied to the water to maintain the flow. Beyond a certain point, however, the pipe takes on the characteristics of a capillary through the walls of which water seeps and diffuses so that precise control of the flow is lost.

In the case of an integrated circuit, the smaller the "pipe" or channel, the greater is the resistance. The flow of electrons, which has to be precise to be useful, becomes random. Researchers face the challenge of coming up with new materials having a much lower specific resistance, so that instructions to the chip are again carried out to the letter. They also have to deal with material handling problems and material ageing. Nothing is simple and nothing is obvious.

What is being sought is a new carrier that will hold a greater number of components per chip and permit minuscule small connection lines. The benefits should be greater systems complexity in a smaller space and, in manufacturing terms, cost reductions leading to economies of scale.

Philips and Siemens are preparing a feasibility study at the moment, and the results of this should be available by the autumn.

It is impossible to say with any certainty when a precise practical application of the sub-micron chip will be, although the memory and logic fields seem obvious beneficiaries. Philips simply observes that systems will grow around the ICs as fast as they can be developed. That is the way with modern electronics: if it is possible, it will quickly become indispensable.

Currently, Philips produces some FL200-worth of integrated circuits each year. Siemens has begun a development programme costing around DM 1bn. Part of the Siemens plan is for the construction of a test production line for new-generation ICs.

It hopes to open mass-production in the second half of 1984, before 1986, to make its own 4-bit chips. Next year, production is scheduled to begin in Villach in Austria of 256K-bit chips.

The joint research centre, if it is agreed, will be a direct product of a pact signed by Philips and Siemens in 1982 in which they agreed to co-operate closely to basic research up to pre-product level.

A group of some 50 researchers from the two companies is already engaged in projects which involve semiconductor materials and speech recognition, both of which require computer guidance and sub-micron technology. The Dutch and West German groups are keenly aware of the need to compete with the power of the U.S. and Japan in this area and see the advantages deriving from their close relationship in R and D.

First, there is a saving in development costs and capacity. Second, success is made more likely by the application of ideas from more than one source and a conservative but wide range whatever is discovered can be shared between the two companies, so that at least part standardisation is achieved.

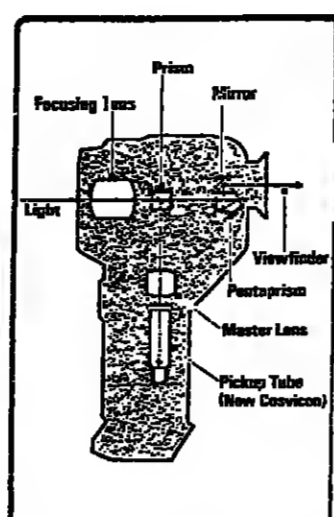
Philips has considerable experience of the value of co-operation. In the electronics field alone, it has deals at present with RCA, Intel and Motorola. With RCA it is working on the development of ultra-quick CMOS (complementary metal-oxide semi-conductor) chips, to be produced by Philips in Nijmegen. The Intel deal covers eight-bit computers, while 16-bit development is the subject of co-operation with Motorola.

At present, Philips produces 40 per cent of its chips in Europe. A total of 2,200 workers are employed in Nijmegen, and there are assembly lines too in Hamburg, Southampton, Cace and Zurich. Expansion, both of capacity and chip types is felt to be essential with France and Japan continue to pour billions of dollars into IC research.

In 1983, America produced more than 50 per cent of total world ICs, while Japan's share of the market rose to 37 per cent. Europe, meanwhile, has seen its market share fall from 13 per cent in 1983 to a likely 9 per cent this year.

The world market for ICs grew between 1970 and 1980 at an average rate of 28 per cent,

## People's camera for the '80s



**THE "WORLD'S smallest and lightest"** commercial video camera, pictured here, costs £449 and is made by Konica of Japan.

Mr Ed Fitzgerald, marketing and sales manager for Konica UK describes it as the video camera for Mr and Mrs Everyman. It plings directly into a domestic video recorder.

As the diagram shows, Konica did away with the bulky body which characterises video cameras today by positioning the important pickup tube vertically in the handle of the

camera, directing the incoming light with a system of lenses and prisms.

An electronic viewfinder can be fitted to the top of the camera which also allows instant playback of recorded material.

Konica sees a bright future for its new camera in education and the home. Its lightness and flexibility suggests a piece in business training. It will operate with VHS or Betamax video formats.

## Micrographics Designs captured on film

**MICROFILM VERSIONS** of drawings produced on computer-aided design systems can be made by a machine called the Microplotter just introduced by Intec (01-204 3456).

The machine uses a laser and a two-stage beam deflection system to write in vector mode directly on to ultra-high resolution film. Typically an aperture card of a complex A1-sized engineering drawing is available in less than four minutes. Then, prints can be made on microfilm printers and be available within a few more minutes.

Automatic delivery of imaged and processed microfilm aperture cards means that Microplotter offers a speed of information distribution which more than matches the plotter output of CAD systems. Further more, the drawings are available straight away in easily stored form.

The basic graphics software package is transportable between many host computers. It can also be run on one of Intec's off-line controllers, enabling data to be downloaded from the host computer, post-processed and fed to the Microplotter, thus freeing the host for other work.

**IMI**  
for building products, heat exchange, drinks dispense, fluid power, special-purpose valves, general engineering, refined and wrought metals.  
IMI plc,  
Birmingham, England

## Manufacturing Controller for low cost FMS

**KONIGSBERG SYSTEMS** Technology (KST) has introduced a manufacturing cell controller which it claims brings the prospect of a full, flexible manufacturing system within the grasp of small- and medium-sized companies.

In its simplest form the FMC Controller can act as a stand-alone CNC (computer numerical control) unit for a single machine. But it can be expanded progressively to give communications and control for several machines and robots, together with the associated work handling equipment. The controller can also be "bolted on" to existing groups of machines to give flexible manufacturing.

End users, large or small, will be able to move at their own pace into cell manufacturing. They will find, claims Konigsberg, that most of their existing turning and machining centres could, with the addition of FM controllers and material handling equipment, be incorporated into FMS at much less cost than purchasing a completely new system.

For flexibility, controller hardware communications is via the IEEE P976 micro-computer multiibus; software deploys MMX86 multi-processor message exchanges.

## Engineering Extra hands for the constructor

**Kemplant**, a small company in Basingstoke, West Sussex, is selling a small clamp that provides two "extra hands" in do-it-yourself applications in the home.

A base block clamped to a bench carries four wires, each fitted with a crocodile clip to hold the work. Any of the wires can be replaced by a magnifying glass for jobs requiring close scrutiny.

The four-handed device sells for £4.85, with the magnifier costing extra.

## Thickness meter

**SGS SONOMATIC** of Warrington has launched a micro-processor controlled portable thickness meter with built-in memory.

It uses twin, focussed ultrasonic transducers, operating at the piezo-electric principle. The rechargeable battery has a life of 10-20 hours. More on 0925 810511.

## ELECTRONICS Automated routing for PCBs

**AUTOMATION SYSTEMS**, a newly-formed subsidiary of Automation of Basingstoke, Hampshire, is to market the Calay computer-aided layout system for printed circuit board (PCB).

The Calay V03 equipment has been designed by Kroschewski Electronic GmbH in Germany and features a powerful auto-router which is claimed to achieve consistently 100 per cent automatic routing of PCB conductors, even on complex multilayer boards.

Unlike most systems, the V03 software provides dynamic routing — tracks initially specified are not permanent but might be altered later in the light of subsequent placements. Complete automatic routing is therefore possible.

Starting with his paper circuit diagram or schematic, the designer can choose the required components from the V03's library of standard parts.

He uses an annotated table and a mouse (selective pointing device) to position them on the board's image on the screen. After the engineer has entered, via the keyboard, the pin-to-pin connections that are needed, the computer draws to simple straight line connections.

At this point the user might move the components about a little to improve subsequent routing. Alternatively, he can call upon auto-placing software that will compute all the shortest distances from the electrical data and place the components in the best position.

Finally, the dynamic routing software makes successive attempts to draw the "physical" connections between pins. Impossible placements soon show up, whereupon the designer will make alterations and re-start the auto-routing.

A second "cleaning up" stage of the software optimises the layout to reduce any unnecessary tracking or routes through the thickness of the board. It will also straighten up any twisted track routes and insert 45 degree bends where appropriate.

Typically, says Mr P. W. Martin, general manager of Automation Systems, a 9 x 6 in board containing 80 integrated circuits might need about 10 hours of input by the designer, followed by four hours of automatic routing by the machine—and the latter can take place at night or over a weekend.

The V03 also has built-in post-processing which produces data for drawings, photoplots, drilling tapes, parts lists, assembly systems and automatic test equipment.

Up to three workstations can be accommodated by the system, which is compatible with external sources of data capture and storage. A single workstation system costs £90,000. More on 0256 3141.

**GEOFFREY CHARLISH**

### BASE LENDING RATES

A.B.N. Bank	10%	Heritable & Gen Trust	10%
Allied Irish Bank	10%	Hill Samuel	10%
Amro Bank	10%	C. Hoare & Co.	10%
Henry Ausbacher	10%	Hongkong & Shanghai	10%
Arco Trust Limited	9 1/2%	Kiowest Trust Ltd	10%
Associates Cap. Corp.	10%	Kowalek & Co. Ltd.	10%
Banco de Bilbao	10%	Lloyds Bank	10%
Bank of America	10%	Mallinall Limited	10%
BCCI	10%	Edward Manson & Co.	11%
Bank of Ireland	10%	Migbray and Sons Ltd.	10%
Bank of Cyprus	10%	Middle East Bank	10%
Bank of India	10%	Morgan Grenfell	10%
Bank of Scotland	10%	National Bk. of Kuwait	10%
Bank of South Africa	10%	National Girobank	8 1/2%
Barclays Bank	10%	National Westminster	10%
Beneficial Trust Ltd.	11%	Norwich Gen. Tst.	10%
Bremar Holdings Ltd.	10%	People's Tst. & Sv. Ltd	10%
Brit Bank of Mid. East	9 1/2%	R. Raphael & Sons	10%
Brown Shipley	10%	F. S. Refson & Co.	10%
CL Bank Nederland	10%	Royal Trust Co. Canada	10%
Canada Perme's Trust	10%	J Heury Schroder Wagg	10%
Charterhouse Japhet	10 1/2%	Standard Chartered	10%
Caster Ltd.	10%	Trade Dev. Bank	10%
Cedar Holdings	10%	Volkskas Limited	10%
Charterhouse Japhet	9 1/2%	Trustee Savings Bank	10%
Choulouras	10 1/2%	United Bank of Kuwait	10%
Citibank N.Y.	10%	United Mizrahi Bank	10%
Citibank Savings	9 3/4%	Winkas Limited	10%
Clydesdale Bank	10%	Westpac Banking Corp	10%
C. E. Coates & Co. Ltd.	11 1/2%	Whiteaway Laidlaw	10 1/2%
Comm. Bk. N. East	10%	Williams & Glyn's	10%
Consolidated Credits	10%	Yorkshire Bank	10%
Co-operative Bank	10%	Member of the Accepting Houses Committee:	
The Cyprus Popular Bk.	10%	Deposits	
Dunbar & Co. Ltd	10%	7-25% Fixed rate 12 months	£2,500
Duncan Lewis	10%	10% 100,000 12 months	10,25%
E. T. Trust	10 1/2%	National deposits on same basis	
Exeter Trust Ltd.	10 1/2%	100,000 6%, 100,000 up to 500,000	7 1/2%
First Nat. Fin. Corp.	11%	25% 250,000 and over	8%
First Nat. Secs. Ltd.	10%	2-1/2% deposits over £1,000	7 1/2%
Robert Fraser	10 1/2%	2-1/2% deposits over £1,000	7 1/2%
Grindlays Bank	10 1/2%	2-1/2% deposits over £1,000	7 1/2%
Guinness Mahon	10%	2-1/2% deposits over £1,000	7 1/2%
Hambros Bank	10%	2-1/2% deposits over £1,000	7 1/2%
		2-1/2% deposits over £1,000	7 1/2%
		2-1/2% deposits over £1,000	7 1/2%
		2-1/2% deposits over £1,000	7 1/2%

### NOTICE OF DIVIDEND TO THE HOLDERS OF TRANSCO ENERGY COMPANY

NOTICE IS HEREBY GIVEN to the holders of the 8 1/2% Convertible Subordinated Debentures due 1995 (the "Debentures") of Transco International N.V. ("TINV") that:

Holders of record on July 20, 1984 (the "record date") of the common stock of Transco Energy Company ("Transco"), will be entitled to receive a quarterly dividend one-sixteenth (1/16) of the par value of the common stock of Transco Energy Company, representing approximately 15 million units of limited partners' interest now owned by Transco in Transco Exploration Partners, Ltd. ("TXP"). (This dividend is equivalent to one-quarter (1/4) TXP unit for each share of Transco common stock annually and will be distributed in addition to the regular quarterly cash dividend of 50.51.) The payment date for such distribution is August 31, 1984 (the "distribution date").

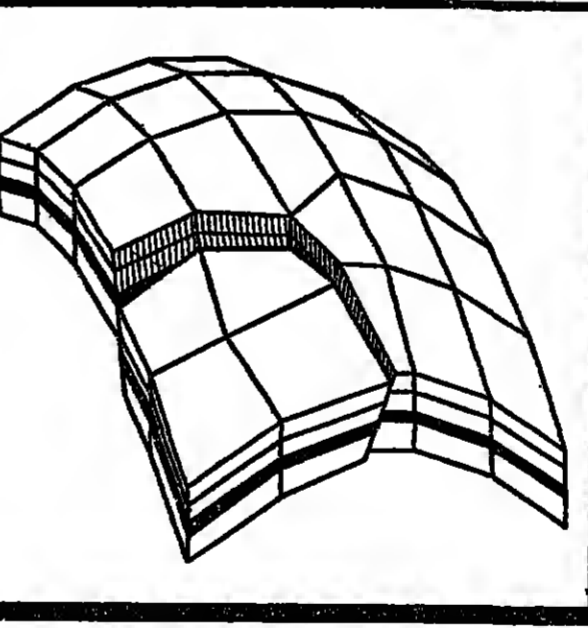
TXP is a Texas limited partnership. The depositary units are listed for trading on the New York Stock Exchange (NYSE:TXP). The common stock of Transco Energy Company is listed on the NYSE, Pacific and London Exchanges as "E."

**TRANSCO ENERGY COMPANY**  
HOUSTON, TEXAS  
U.S.A.

## ENERGY REVIEW

# N. Sea oilmen face new technology dilemma

By Mark Meredith, Scottish Correspondent



Computers tackle the complicated geological formations of an oil reservoir. Here, in profile, is part of the Eclipse software program produced by Exploration Consultants of Henley-on-Thames.

**THE TECHNOLOGY** developed to find and produce oil in the North Sea is about to be given its most severe test as exploration moves into deeper and yet more hostile waters. The ninth round of licences could see a rapid extension of drilling in depths over 2,000 ft to the west of Shetlands, in the Faroes trough and to the north and west of the Outer Hebrides.

But the development programme costing around £1.5bn for depths of 300 ft in the North Sea. The risks will be greater, the margin for error smaller, the demand on equipment and the cost will be huge.

This next phase will highlight one of the big dilemmas for oil companies in the development of offshore technology in the North Sea: with so much at stake and such big problems to solve, the question is how much unproven new equipment to use.

The oilmen are, by nature, a conservative lot. Many would risk the hundreds of thousands of dollars spent in "downtime" due to the failure of newfangled machines, with which they are not familiar.

The recent formation of Britoil, the British oil consortium technology Group, to a large extent marks the frustration of British high technology companies to get a hearing, especially with

**The noise is ahead of the development?**

The U.S. oil companies brought in with their own tried and tested equipment in the early 1970s in the North Sea rush for self-sufficiency.

The application of computers is a case in point. The computer men see the new offshore exploration as an important frontier for computer applications. They are confident they are ready and prepared.

The oilmen say computers are already in extensive and increasing use. But they will not be rushed by heavy marketing to cross the new frontiers and possibly make costly mistakes.

According to Mr Robert Lewis Riding, a computer consultant in the offshore industry, an oil company these days is likely to spend £100,000 in computer costs before getting a government licence to produce oil from an offshore field.

companies with computer aided design systems ranging in price from £10,000 to firm were prominent exhibitors.

Drawing, modifying and placing the huge amounts of machinery on offshore structures have been greatly aided by this system. Some North Sea platforms have in the past required over 130,000 separate drawings, accounting for weeks of preparation time in design work.

Computer-aided design systems are likely to assist in producing the floating structures expected to replace the fixed platforms for the new deep-water developments.

Reservoir engineering is a second area where the computer has shown its power. By analysing seismic data, complicated mathematical programmes can determine the shape of the rock formation of the oil reservoir to form the optimum production programme. The formulas can be represented in remarkable computerised drawings of an oil field.

Exploration Consultants of Henley-on-Thames is a rare success story of a British company penetrating the market in-house systems devised by the oil companies' own computer specialists. Its Eclipse program, at £250,000 a customer, was started by scientists at the Atomic Engineering Research Establishment at Harwell who joined the new company.

"Our biggest headache was the line that this was 'unproven technology' and we had to work at getting a benchmark test to let companies try it out," says Mr Ted Daniels, the company's managing director. With 18 installations and 30 orders waiting, Mr Daniels speaks confidently about sweeping the board with offshore applications.

The most controversial area of computer applications in the next phase of offshore development will be the use of expert systems or artificial intelligence. This allows an expert to feed into a computer program all the factors involved in solving a particular problem. A non-expert facing the problem can then query the computer to determine the right course of action.

A radical in this sphere is Mr David Hawkins of Oilfield Expert Systems. He is ready to take multi-billion pound decisions, such as whether to de-

velop this or that field, with his in-depth knowledge - based modelling.

This 40-year old mechanical engineer has turned artificial intelligence into an ideological issue, insisting that the "if-then" format of present developments — if the machine rattles, then check this or that component for example — does not go far enough.

"The current philosophy of artificial intelligence is wrong," he says. "This rule-based system trivialises the information of the expert." He says that companies need to hire a "knowledge engineer" to elicit the right information to feed into the program.

Mr Hawkins's program, which has won a British award, Dutch order so far — both onshore and experimental — allows a vast amount of conceptual information to be integrated.

"Thus, when it comes to a field development, the view of the micropalaeontologist and the finance director can both be included, whereas they normally would not have any contact."

"We are looking at artificial intelligence but it is not in day-to-day use," says Mr Norman Little of Britoil.

To others in the industry there are more practical problems in computer applications yet to overcome: many computers need to perform better given the "noise" — outside electronic interference created on an offshore platform, according to Dr Gareth Owen, head of the department of offshore engineering at Heriot-Watt University in Edinburgh.

"The oil industry is conservative in its approach to new ideas. It wants to apply proven technology in this tough environment," says Dr Owen.

"Even the space environment is easier than offshore. Space is not as random. Factors such as the uncertain weather have made computer applications more complicated."

## 'Environmentally, space is easier than offshore'

THE ARTS

Television/Christopher Dunkley

Lord Reith's alive in Russia

Oh I say! McEnroe won the men's singles just as everybody said he would. Again. Navratilova won the women's singles just as everyone said she would. Again. Lloyd and Turnbull won the mixed doubles just as everybody said they would. Again. Fleming and McEnroe won the men's doubles just as everyone said they would. Again. According to my periodic checks throughout Wimbledon fortnight the BBC coverage was highly proficient. Again.

However the decision to devote my time in the second week of Wimbledon to the NFL's season of Russian television was an easy one. We have enough repeats packing the summer schedules already without having to watch a complete re-run of Wimbledon year after year.

Before we consider the treats offered to Russian viewers, however, Wimbledon does have one important bearing on the week's events. In understanding the ITV decision to pull out of the Olympics, it is just as important to grasp ITV's attitude to Wimbledon as it is to detect what lies behind the question of whether to send two or three PAs (production assistants) to Los Angeles.

It is true that matters come to a head over the PAs: the television technicians' union, ACTU, said that since three cameras were going there should be three PAs. The management said there was no call for any since this was not a film operation but all-ENG (Electronic News Gathering), the modern system which shoots straight onto videotape, cutting out film and therefore film processing.



E. Proklova in "Late Love"

ing counter. However, this "principled" stand disregards the Wimbledon factor: the BBC does not have an exclusive contract on Wimbledon and yet ITV chooses not to cover the championship. Why? Because they tried once and were so badly beaten by the BBC in the ratings that they have stayed away ever since.

Owing to the BBC's historical hold on major sports events and the audience's consequent habit of turning to the BBC on such occasions, ITV fare a dreadful dilemma; if they compete they get beaten and if they don't then the BBC's position is reinforced still further.

pointed out that Vremya is screened on all three Russian channels simultaneously. This seems a fair indication of one of the differences in principle: television is clearly an arm of the Soviet state.

Yet the news bulletin which we saw during Saturday's all-day event featured foreign peace demonstrations with a concentration which must be a counter productive. Even assuming that Russian audiences are as simple minded as those in the West watching Blankety Blank and The Price Is Right it must surely dawn on them eventually that what these people in foreign countries are doing is demonstrating against their own governments.

However, given that the relationship between Soviet state and Soviet broadcasting is different from that in Britain, the similarities on screen become even more striking. Not only do British news programmes also contribute to the infrastructure maintaining the status quo, but both broadcasting systems are clearly dominated by middle class programme makers and consequently by bourgeois taste, best exemplified in both countries perhaps by a retreat into the safety of period drama. This is hardly surprising in Britain but does appear a little odd in a workers' state.

flirting though dead in the West thrives in Russia, or anyway on Russian television. We went next to About You, a drama which in look and feel suggested those French films of the fifties which locked passionate human relationships into particular landscapes.

As with Don't Shoot White Swans, a touching drama about a simple countryman whose love of wildlife kept getting him into trouble, and the climax of the week, Late Love, a splendid and utterly gripping adaptation of a 19th century play by A. N. Ostrovsky, About You reminded me of a feeling I have had many times when watching Russian television: that Soviet television drama all presumes to be in the condition of a hand-held camera-work in a contemporary drama of marriage called That Dangerous Age, desperately unimaginative studio camera work in the Dostoyevsky adaptation The Uncle's Dream, and poor dubbing of studio sound on to outdoor scenes would all be frowned on in British television. They are hardly what anybody would expect to enthral the masses.

Willy Russell's pre-marital rumpus in the adjoining lavatories of a Liverpool ballroom has been going the regional rounds since 1977. Like Alan Bleasdale's No More Sitting on the Old School Bench it was written for performance by students and has achieved a similar popularity north of Watford.

The piece therefore pre-dates Russell's runaway hit Educating Rita and David Thacker's vigorous London premiere places it firmly in the centre of the playwright's best achievements: lively, coarse, well-organised, truthful and very funny. It was always uneasy about the Scouse Pygmalion two-hander. Here we have the ghastly full-blown riotous and concurrent stag and hen parties of Dave and Linda before the portulacis slams behind the happy couple and their barbeque chairs and generally and antique-style furniture.

Stags and Hens/Young Vic

Michael Coveney

shoulders, and technique, of a lumbering middle-weight boxer. She is attended by the bespectacled, weepy Maureen of Ethno Brown, the sun-tanned appeaser Frances (Kate Fitzgerald) and the ginger good sort Carol (Gilly Coman).

The piece divides between the grade-separated off-white walls and chipped tiles of the gents; and the tawdry purple powder room of the ladies, where the girls are applying nail varnish, flicking cigarette ash into the pink basins and generally justifying their clothing to share Linda's last chance to drink and dance the night away.

Both sides abuse and decide each other before coming through the formal motions of ordering last taxis and necking in the hallway, while Linda discovers Dave unconscious at her feet and takes her first important decision. There is nothing phoney or patronising in Russell's affectionately sardonic view of conditioned sexual reflexes and poses.

My Name is Sarah Teshell, lunchtime at the Kilt's treat is a cool, informative and thought-provoking documentary account of how a Grade 10 Foreign Office clerk became a celebrated defence correspondent on The Guardian.



Eithene Browne and Noreen Kershaw

The Boot Dance/Tricycle, Kilburn

Martin Hoyle

A cursory misreading of the Press release led me to believe Edgar White's new play was "about boots; what they do to us; whether we can really escape them—or indeed, should we try. Alarm at an impending evening of fetishism in North London was allayed, however: The Boot Dance is about robots, not boots.

The Delmé String Quartet have built a considerable reputation over recent years by its championing of 20th century British composers, especially those of a more or less conservative cast. Now, though, it is spreading its net farther afield, and at the Wigmore Hall on Monday evening secured the British premiere of the third string quartet by the American, Richard Wilson.

Wilson was born in Cleveland, Ohio, in 1941, and is currently professor of music at Vassar College in upstate New York. In the Guardian last week the radical musician, Christian Wolff, observed that there were over 3,000 "academic composers" in the United States, all of them desperate for an audience. On the evidence of this string quartet, it would be un-

crucial moments as when the latter is strapping red high-heeled shoes on a beautiful half-caste girl, apparently the only other patient.

Against Sarah Jane McClelland's vividly painted triptych depicting African figures, proud in traditional finery or tragically dispossessed, Alby James's silted production fails to disguise the writer's fatal lack of detail. Despite dark hints of Eoghan's playing with men's minds as apartheid plays with their bodies, Lazarus's anguish never amounts to more than the results of overwork and extreme culture shock. The West Indian's diatribe about Caribbean injustice is vague as to where responsibility lies, possibly a mere pretext for course in the 22-minute work.

The programme notes for the Delmé's concert offered no information on Wilson's quartet other than that it was written in 1982 and first performed in April last year, and that it fell into three movements—a Prelude, Episode and final Elegy. Without a score, it seemed possible to regard the first move-

Richard Wilson/Wigmore Hall

Andrew Clements

fair to consign Wilson to the anonymity of this earnest band. His music is highly wrought and clearly focused, though without an individual profile. Its language has clear roots in early 20th century modernism; in the third quartet, with passing glances at Debussy and Bartok. But the models have been well-studied and thoroughly welded into a consistent and highly flexible idiom.

form as a truncated sonata men, with extended and dissonant subject groups and a recapitulation that also functions as a wisp, frozen coda. In the Wolf-inflection of the second, the Bergian influence seemed more obvious, but still shows the musician's tendency to subside into inactivity, waiting for an impassioned outburst to set it off once again. The elegy offered the most striking and individual music in the 22-minute work, conveying the impression of a great emotional tension kept in the tightest check, with the slowness of the harmonic movement enclosing a figurative of great inner activity, though a group with greater tonal resources than the Delmé might well have made more of its emotional peaks and troughs.

Dance Theatre of Harlem/Coliseum

Clement Crisp

The Dance Theatre of Harlem has a secure place in the affections of the London public, who respond to the whole-hearted energies of Arthur Mitchell's company. Very properly, the "side" day's opening of a three-week season, at the Coliseum the programme began with a Balanchine piece—a homage to Mr Mitchell's own artistic roots and the formative influence upon DTH's classic style.

Taras' re-working of the traditional Holy Russian tale—using Stravinsky's 1945 condensation of the score—as a jungle incident. There is a lush tropic forest setting, by Geoffrey Holder in which the action follows that of the Fokine original, with a young hunter capturing the Firebird, meeting a Princess and her attendant maidens (though Mr Holder makes them look more like a troupe of Las Vegas showgirls who have strayed from the beaten track), and a horde of monsters led by a Prince of Evil, who obligingly succumb to the Firebird's magic without much evident conflict, and an apotheosis in which everyone dons garish costumes and all ends as merry as a wedding bell.



Donald Williams and Stephanie Dabney in Firebird

Stephanie Dabney flashes and darts as the magic bird, and Donald Williams is a nobly charming Elmer, with the location of a score thematically redolent of Russian folk-song is brought to success both by the conviction of the DTH performance and by Mr Taras' well-made musical choreography. He pays passing homage to Fokine and Balanchine, yet retains a fluent and musical identity entirely his own.

Arts Guide

Theatre

London
Little Shop of Horrors (Comedy): Campy off-Broadway import which is less good than The Rocky Horror Picture Show but which has a certain charm, a well-blown performance from Ellen Greene and an excitingly expanding man-eating prickly plant. (930 2575)
Pack of Lies (Lyric): A decent, entertaining play about the breaking of a spy ring in the suburban Buisson of 1950-60. Hugh Whitmore's script cleverly constructs a drama about betrayal from the friendship of neighbours. The story is based on fact and well directed by Clifford Williams. (457 2686)
The Real Thing (Strand): Susan Penhaligon and Paul Shelley now take the leads in Tom Stoppard's fascinating comedy, slightly flawed new play. Peter Wood's production evokes a happy note of serious levity. (836 2894/1152)
Daisy Fells II Off (Globe): Enjoyable romp derived from the world of Angela Brazil novel: gym slips, hockey sticks, a cliff-top rescue, stout moral conclusions and a routine school hymn. Spiffing it's yours in that sort of mood. (437 1524)
Noises Off (Savoy): The funniest play for years in London, now with an improved third act. Michael Blakemore's brilliant direction of backstage shenanigans on tour with a third-rate farce is a key factor. (936 6888)
Sergeant Musgrave's Dance (Old Vic): Notable cast headed by Albert Fin-

lay with Keith Hack of O'Neill's five-hour threnody of sexual lament. The famous original monologue device is turned brilliant to superb advantage in the fine acting too from Brian Cox, Edward Petherbridge, James Haveline. (836 5122)
Torch Song Trilogy (Helen Hayes): Harvey Fierstein's ebullient and touching story of a drag queen from backstage to loneliness incorporates all the wild histrionics in between, down to the confrontation with his dotting Jewish mother. (944 9450)
Dreamgirls (Imperial): Michael Bennett's latest musical has now become a stalwart Broadway presence despite the forced effort to recreate the career of a 1960s female pop group, a la Supremes, without the quality of their music. (238 6200)
Nine (46th St): Two dozen women surround Sergio Franchi in this Tony-award winning musical version of the Fellini film 8 1/2, which like the original celebrates creativity, here as a series of Tommy Tune's exciting scenes. (246 0246)
A Chorus Line (Shubert): The longest-running musical ever in America has not only supported Joseph Papp's Public Theatre for eight years but also updated the musical genre with its backstage story in which the songs are used as auditions rather than emotions. (239 6200)
Noises Off (Brooks Atkinson): Dorothy Loudon brings Michael Fray's backstage slapstick farce to Broadway in Michael Blakemore's production that includes Brian Murray, Paxton Whitehead and Victor Garber as her backstage conspirators. (245 3430)

CHICAGO
Three Moscoviteers (Goodman Mainstage): The juggling Karamazov Brothers have adapted their own version of Dumas to a post-Revolutionary Russia with a troupe of jugglers and vaudevillians. Ends July 8. (443 3520)
WASHINGTON
Henry V (Folger): Philip Kerr directs the resident acting company led by Edward Gero as the charismatic Henry to the field of Agincourt, facing John Wylie as King Charles. Marjory Wright, the wife of the British Ambassador, plays Mistress Quickly. Ends July 1. (548 4800)
Jerry's Girls (Essex House): After so many revivals of Hello Dolly, singer Carol Channing and songwriter Jerry Herman have found a new package for this fruitful collaboration. (254 3670)
NETHERLANDS
George Bernard Shaw's comedy, The Philanderer, about the difficult relationship between a man and two women, is performed from Wednesday to Sunday inclusive each week in the upper hall of the Stadsschouwburg by the English-Speaking Theatre of Amsterdam. Ends July 13. (23 24 11)
ITALY
Spoleto—in the gothic church of San Nicola: Les Sorcières performed by the TSE group from Paris. Fri, Sat and Sun.

Santa Fe Opera

Frank Lipsius

In its most ambitious programme to date, the Santa Fe Opera's 38th season ranges through opera history to combine contemporary works with the revival of one of the finest examples of opera buffa by a Mozart contemporary. Set in the New Mexico mountains, seven miles north of Santa Fe itself, the company is a formal extension of one of the country's most prolific artistic communities, where painter Georgia O'Keeffe and varying musical traditions meld naturally in the dramatic setting of the mountainous desert.

Composer Domenico Cimarosa was a contemporary of Mozart's who rivalled Mozart in his time—but not ours. Il Morimonte segreto (based on David Garrick's English play, The Clandestine Marriage, but sung in libretto Giovanni Bertini's Italian) was produced throughout Europe in the wake of its original success in 1792 while Cimarosa was court composer to Leopold II. In a startling act that could only have been repeated again in our own time, Leopold was said to have been so enchanted with the performance that he fed the troupe and then made them give him a command performance (the precursor of the video cassette recorder).

# FINANCIAL TIMES

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## The case for a blind eye

THE CITY appeared last night to be less than convinced by the Government's Nelsonian response to what are, on the face of it, a thoroughly bad set of money supply figures. The Prime Minister, in the House of Commons, was simply dismissive: "I see no signal." Friends may describe this as the resolute approach; City critics are more inclined to see it as ostrich-like. Meanwhile, in Threadneedle Street, the message to the markets, through the Bank's bill operations, was as resolute as the Prime Minister could have wished, but the commentary was a little more explicit—and therefore a good deal more persuasive.

In one sentence, the Bank's gloss on the money figures is that it happened last year, and we warned you might happen again. To put the same point more technically, there seems to be a new seasonal pattern in central government borrowing which has not yet been captured in the seasonal adjustments. It is indeed true that at this stage last year the broader aggregates were overshooting even more strongly than they are at present, and the City was full of alarmist talk about government borrowing shooting out of control; in the event, all the targets were pretty squarely hit, and without a change of course. If other things were equal, hardly any more need be said about the subject. There is, as the authorities claim, no evidence at this stage that anything much is amiss in the domestic monetary scene.

However, other things are very far from equal. We are some way into an inconclusive coal strike which is for the time being putting a considerable burden both on the public purse and on the current account. On top of that we have a dock strike. In face of these and other tribulations public and international confidence in the Government and in British prospects generally has waned.

### Offensive

The U.S. appears to have launched an international funding offensive, through the abolition of withholding tax and now followed by active attempts to devise bonds to tempt foreign

investors, which is convincing enough to have driven the dollar to absurd new heights. Add an oil glut and an Opec meeting in tense circumstances and you have the worst possible background for a questionable set of money figures. This set of circumstances has two quite different implications, for long and for short-term interest rates. So far as the long market is concerned, the City will have to brace itself for some more bad money figures in the next month or two. Funding will be remarkably high during banking June—which is one reason why the money figures came as a shock. Successful funding, it might have been hoped, would have produced quite good figures. In the current month, however, funding progress has been weak, and this is unlikely to be put right in the immediate future. It is possible to fund aggressively in a situation of comprehensive uncertainty. The effort would simply spread further demoralisation. Practical monetary control does not involve the production of good figures every month, or an effort to suppress the market's natural retreat into liquidity when uncertainty is high.

Distortion There is a reasonable case, then, for keeping a blind eye trained on the monetary statistics for a little; but there is very little to be gained by the same approach to the money and foreign exchange markets. The Government has evidently been willing to let the exchange rate take some of the strain of current uncertainties—which is a reasonable, though, is to try to prevent short-term interest rates taking some of the strain, too. Unless the dollar quickly bolls over and money market rates subside, the Government can only hold the line on domestic borrowing rates at the cost of strained credibility and heavy market distortion. Here, the Nelsonian approach can be followed by active attempts to devise bonds to tempt foreign

investors, which is convincing enough to have driven the dollar to absurd new heights. Add an oil glut and an Opec meeting in tense circumstances and you have the worst possible background for a questionable set of money figures. This set of circumstances has two quite different implications, for long and for short-term interest rates. So far as the long market is concerned, the City will have to brace itself for some more bad money figures in the next month or two. Funding will be remarkably high during banking June—which is one reason why the money figures came as a shock. Successful funding, it might have been hoped, would have produced quite good figures. In the current month, however, funding progress has been weak, and this is unlikely to be put right in the immediate future. It is possible to fund aggressively in a situation of comprehensive uncertainty. The effort would simply spread further demoralisation. Practical monetary control does not involve the production of good figures every month, or an effort to suppress the market's natural retreat into liquidity when uncertainty is high.

## Britain's aims in Hong Kong

AFTER 21 months of negotiations with China over the future of Hong Kong Britain is faced, not for the first time, with a difficult and complex situation.

China appears to have introduced a new and unexpected element in the talks. Although Britain has refused to confirm this it seems to be faced with a demand for a joint Sino-British commission to oversee the 13-year transition of the colony to Chinese rule in 1997. The year of the handover, it is the year the lease of the colony runs out. Moreover, judging from what Chinese officials have been saying, such a body would not merely be a consultative group, but one which would have supporting and co-ordinating role.

To the people of Hong Kong, who have been living on their nerves since the talks began in September 1982, this sounds ominously like a meddling watchdog which would reach into Britain's authority long before 1997.

The markets, already under pressure because of high interest rates in the U.S., have reacted predictably. Share prices in the colony have fallen sharply, reaching their lowest point since last September's financial crisis, while the Hong Kong dollar also suffered its worst drop in months.

### Tolerance

The idea of increasingly close co-operation between Britain, China and the people of Hong Kong in the run-up to the transfer of sovereignty is, in principle, a good one. Capitalist Hong Kong is so vastly different from Communist China that preserving its "prosperity and stability" after sovereignty passes to China is inevitably to require an unprecedented degree of insight and tolerance on Peking's part. Communist officials have a great deal to learn about how the territory functions and they cannot be expected to do so overnight when sovereignty changes hands. Some mechanism, therefore, needs to be found to ease them into the driving seat well before 1997.

Whether it would be wise to concentrate this exercise in the form of a single commission is another matter. Such a body would, inevitably, become a kind of backroom government. It is already being interpreted in Hong Kong as

an attempt by China to take over the effective running of the colony before 1997.

Britain should, therefore, resist the idea of a structural approach, pointing out, as the Chinese often do in support of their own case, that sovereignty is indivisible and, that, until the Union Jack is lowered over Hong Kong, responsibility for governing it must rest with the U.K.

Negotiating with the Chinese is never simple, however, and it may be that the idea of a joint commission has been introduced by Peking at this stage as a bargaining counter in the face of Britain's insistence on a detailed agreement between the two sides before September's deadline.

If this is the case then there is all the more reason, first, to resist the idea in its present form and, second, to press for an agreement which binds the Chinese publicly to as detailed a commitment as possible to maintaining the status quo in Hong Kong after they take over.

### Pragmatic

Britain should not regard the September deadline, imposed by the Chinese for apparently arbitrary reasons, as sacred. A bad agreement would be worse than no agreement at all in the circumstances, especially if all that was required to make it more acceptable to the people of Hong Kong was more time and thought.

Britain has few cards in these negotiations. The hope must be that Peking's pragmatic leadership wants to recover Hong Kong in reasonably good working order, first, because this would greatly facilitate the eventual recovery of Taiwan and, second, because access to foreign capital and technology through Hong Kong would assist in the modernisation of China's backward economy.

If this assumption is valid it is as important to China as to the U.K. that an agreement is reached which avoids a disastrous loss of confidence in Hong Kong. The British negotiators must hold out for a deal which is sufficiently detailed to demonstrate to the people of the territory that China's commitment to maintaining its prosperity is more than mere rhetoric.

BATTLE CREEK, sandwiched between Lakes Michigan and Huron, is the home of Kellogg's Corn Flakes, a concoction originally devised by a strict Seventh-Day Adventist intent on developing a non-meat protein. The city now houses what sounds like an equally bizarre business venture—Japanese chewing gum company.

Taking on the might of Wrigley (sales last year of \$582m, market share 60 per cent) from a base of virtually nothing seems to be a forlorn venture. But Lotte, the leading confectionery manufacturer in Japan, is embarking on the long slog up the mountain with typical Japanese patience. Mr Tatsuo Suzuki, a Lotte executive, expresses surprise when asked of the company's self-confessed problems in establishing a distribution network might force it to quit the U.S. market. "We expect to make a profit in the year to March 1985," he insists.

Lotte is an example of the new generation of Japanese companies moving into the U.S. market. Per cent of total foreign investment from across the Pacific advances into a mature phase. A large proportion of the household names of Japanese industry now produce goods in one way or the other in the U.S. The Japanese have built up their U.S. interests at an explosive pace. In 1972, Japanese investments in the U.S. amounted to \$122m. Only 10 per cent of total foreign investment. By 1981 this figure had grown to \$7bn, and in 1982 jumped again to \$8.7bn, rising in the later two years from 7.7 per cent of total net foreign investment to 8.5 per cent. This surge still leaves Japan well behind the UK, which had investments of \$23.5bn at the end of 1982 (after a \$7.7bn leap in one year), the Netherlands (\$21.6bn) and Canada (\$8.8bn). But it has now overtaken West Germany (\$8.2bn), and is well ahead of France (\$4.7bn).

The relative strength of the Japanese investment drive can be traced to a number of separate factors. The first, and most obvious, is the rise of protectionist pressures. "Trade issues such as dumping were just beginning to emerge when Matsushita in 1974," says Mr Keiichi Takeoka, president of Matsushita Corporation of America. "One of our reasons for the investment was to avoid such protectionist pressures."

These pressures were themselves caused by the extraordinary success of Japanese exports. Only Volkswagen in the 1960s has shown anything like the results which a whole range of Japanese companies have achieved over the last decade, as the country has swept forcefully on to become the U.S.'s principal trading partner.

The figures speak for themselves. Japanese exports to the U.S. in 1983 amounted to \$41.2bn, while overall trade between the two countries reached \$38bn, double that of seven years ago, and three times what it was a decade ago.

### Bonnie, bonnie banks

Scottish investors may be canny, but they are very loyal. "Once you've got them they stay with you for years," says CPU Computers chairman, Tom Fitzpatrick, himself a Scot.

This is why Fitzpatrick is taking his hardware and know-how from Edinburgh to Edinburgh today to persuade the Scottish institutions to invest in his company—Silicon Valley Invading Silicon Glen, as the company puts it.

Fitzpatrick at 46 is a dynamic character. Son of an Edinburgh postman, he doesn't think his day-long presentation at a conference centre just outside Edinburgh could make big-tech operators up there resent his attempt to steal Scottish investment funds.

"CPC may be looking for expansion sometime soon," he says. "I'm not going to say it will be in Scotland. It will be wherever we think the best prospects are."

The other love of his life is skiing. So CPC is organising a summer downhill race at Times in France for 12-18 year-olds with Fitzpatrick himself in charge—"the first time I've managed a ski race, although I am a regular skier."

The race on July 28 and 29 will be run on glaciers 3,000 metres above sea-level. To deal with the statistics, there will be his company's showpiece, an Octopus Computer—"a great treat for the young computerers, but also showing that Octopus can work at 3,000 metres up."

### Science lesson

In the ceaseless search for new markets, Glaxo seems to be stretching the limits of science. It seems that the company's new ulcer drug, Zantac, is now being marketed to dolphins.



The U.S. bought 25 per cent of Japan's total exports last year. Although Japan took about 10 per cent of U.S. exports, or the equivalent of America's combined exports to West Germany, France and Italy, it was still left with a \$20bn deficit on its Japanese trade—an underlying stimulus to protectionism which the Japanese cannot ignore.

This expansionary surge by the Japanese has created some very large businesses, even ignoring the big car groups, which inevitably dominate the scene because of the high mit value of their sales.

Matsushita, for example, had a turnover of \$2.5bn in the U.S. last year (about 20 per cent of its total), which would place it around 140 in the Fortune list of top U.S. groups, while Sony generated sales of \$1.3bn. As a result of the enormous success of the consumer electronics groups, Japanese manufacturers now control perhaps 30 per cent of the U.S. television market, and as much as 60 per cent of video recorders.

A further factor in the investment jump was the shortage of raw materials and other resources in Japan. This is clearly underlined by Alaska's position as one of the leading states after California to have attracted Japanese companies—a choice dictated by Japan's heavy investment in the fisheries industry. Similar reasoning has brought Japanese finance into the U.S. lumber industry and into metals. One of the biggest Japanese investments before the car industry and the banks started to arrive was made back in 1974 by Matsui and Nippon Steel in

Alumax, a joint 50/50 venture with Amax in aluminium smelting and fabrication.

This initial \$350m agreement has gone from strength to strength, creating a group with 91 plants and 13,000 employees and involving a further large-scale investment last year with the \$250m takeover of Hommet, another aluminium producer.

Finally, the Japanese have been drawn by the narrowing of the gap between domestic costs and the expense of operating in the U.S. Some companies claim that the shopfloor wage package is now higher in Japan than in the U.S., and even if overall costs are lower (because of better Japanese productivity, or the larger salaries of American managers), this may be

Jetro makes the point that before Japanese manufacturers set up in the U.S., they tested the market well—much better, probably, than many European invaders. This preparation meant that they built up the financial, marketing and technological strength to take on the U.S. competition.

The success of the Japanese also suggests that they had something more positive to give to the U.S. business scene than some of the Europeans. Too often, the Europeans have invested in North America to sell similar products to those already available, made in plants which operate on American-derived systems, and backed by a parent company whose financial base was much

balanced by the expense of less powerful than the U.S. competitors.

The Japanese, on the other hand, have been able to score in several original ways. First, they have frequently been a technological jump ahead of the Americans. This is clearly true in consumer electronics and cars, where the Japanese have sweated through the domestic industry with products which are often seen as technically superior.

Typically, the Japanese refine a product at home, test and adapt it to the U.S. build up a distribution network and only then consider U.S. investment.

## 'If you give U.S. employees the right product and motivation, they can do a high quality job'

Three Japanese television companies (Matsushita, Sony and Sanyo), seem to have been heavily influenced in their U.S. investment decisions by the cost of shipping what are effectively large boxes.

Unlike many European companies, the Japanese who have come here have tended to stay. There have been relatively few disinvestments—only about six or seven according to Jetro, the Japanese overseas trade bureau—and an astonishing performance compared with the record of other countries.

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### Major Japanese acquisitions and investments in the U.S.

- 1971: Kyocera International, the ceramics producer for integrated circuits, builds plant in San Diego, California.
- 1972: Sony establishes \$200m television plant in San Diego, California. In 1977, Sony builds an audio/video cassette tape plant at Dothan, Alabama.
- 1973: Fujitsu takes 30 per cent in Amdahl, the Californian computer manufacturer, later increased to 47 per cent. ● Mitsui and Nippon Steel take 50 per cent in Alumax, the aluminium company.
- 1974: Matsushita Electric takes over Quasar Electronics, a Chicago television manufacturer owned by Motorola.
- 1977: Sanyo acquires 75 per cent stake in colour television and microwave oven plant at Forrest City, Arizona. Sanyo opens a stereo equipment and refrigeration plant in San Diego, California.
- 1979: Sharp opens new television set and microwave oven plant at Memphis, Tennessee.
- 1982: Honda Motors begins car production at Marysville, Ohio, the first Japanese car factory in the U.S.
- 1983: General Motors and Toyota agreement on joint manufacture of sub-compact cars at GM's mothballed Fremont plant in California. ● Fuji Bank buys Heller International. ● Nissan opens its truck plant at Smyrna, Tennessee, now being expanded to make cars as well.
- 1984: Nippon Kokan agrees to buy 50 per cent of National Steel. ● GM Finance, a joint company owned by GM and Finance, announces plans to build a robotics manufacturing plant in U.S.

In areas where there is no domestic Japanese market, the competitive pressures are palpably less: General Electric, for example, is taking the Japanese threat in the microwave oven market very seriously, while not worrying particularly about the dishwashing sector, where Japan has virtually no domestic market.

Similarly, in the steel industry, Mr Howard Love, chairman of National Steel, has justified the sale of 50 per cent of the U.S. group to Nippon Kokan, the Japanese group, on the grounds that National had to make a "leapfrog" technologically. "The well-proven technical excellence of NKK in the world steel industry will be an asset to the continued success of National Steel," he says.

Secondly, Japanese management systems have in many cases proved to be sufficiently adaptable to give their U.S. operations some pay-off in terms of productivity. By no means all the Japanese have tried to introduce their own methods. Some prefer to adopt an American image while in America.

Even so, the concept of teamwork as opposed to aggressive adversarial management has been skilfully injected into many of the plants, occasionally by training U.S. workers in Japan.

Thirdly, Japanese production systems have introduced a new type of thinking into an industrial structure hobbled on the early 20th century concept of Taylorism—productivity based on time-and-motion work units related to the continuously moving production line.

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The overriding emphasis in Japanese plants, as palpable as

the relentless treadmill atmosphere in a conventional automated plant, is on quality. Indeed, spare no effort, quality is the only managerial function over which virtually all the Japanese companies seem to have maintained very close control.

Many managers complain that the American worker is just not interested in producing a quality product. I think that is terrible," says Mr Richard Kraft, chief operating officer at Matsushita's television plant in Chicago. "We have proved here that if you give employees the right product, the facilities and the motivation, they can do a high quality job."

The drive for quality has a pervasive influence. It means adjustments to the production line, where systems have been programmed to the conveyor belt and give themselves additional time on a job when they need it. It also means a different work atmosphere because the quality focus cannot be communicated by management and the workforce do not talk to each other.

"I think it is a fantastic company," says Mr Nick Baum, an engineer at Hi-Flex, a Japanese company at Battle Creek, Michigan, which produces a variety of things—sales, profits and expansion plans—and the company has a very good rapport with the employees.

In addition, the emphasis on quality often means a higher rate of investment. According to a Commerce Department report in 1981, Japanese affiliated companies in the U.S. reinvested 90 per cent of their earnings in the country, against 82 per cent by the Europeans, and only 49 per cent by the Canadians.

After 25 years of a steadily accelerating Japanese presence in the U.S., some officials believe that the expansion will now begin to slow. Mr Jim Heffner, head of the Battle Creek industrial park, and responsible for bringing Lotte and three other Japanese companies to Michigan, believes that now most of the big Japanese companies have a U.S. presence, the trend will be towards smaller companies and expansion of those that are already established.

There is some slow-down, however, the Japanese are likely to become increasingly important in the overall picture of inward investors. This year alone there have been announcements of major expansion projects at Nissan and Honda, along with reports that Mazda is also considering an investment, and the \$50m Nippon Kokan acquisition at National Steel.

The yen may also play a part. Although many Japanese say that currency considerations have not had a major role in their decision-making up to now, a further appreciation of the yen is likely to tip the scales in favour of yet more U.S. investment. The U.S. has been aiming for just this by its pressure for a further opening up of the Japanese capital markets, so it ought not to be surprised or unhappy if the Japanese investment wave continues.

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Dear reader . . . The Book Marketing Council, the discretionary division of the Publishers' Association, which stands in the front line of troops trying to persuade more than 30 per cent of us who buy a book a year to buy a book, has just held its annual conference in London. It wasn't so much a bookish as a bullish affair.

Promotions—in particular book promotions which stimulate late controversy and attract coverage of books in the media, like the "Best of British" campaigns for novels, young novelists and, most recently, "Novels of Our Time"—actually work.

Results of unit sales achieved may be statistically unreliable, as Michael Pountney of W. H. Smith brisely pointed out, but the collective effort of publishers, booksellers and ballyhoo from the backroom persons at BMC's Bloomsbury offices seems to have a cumulative effect.

Maggie van Reenen, who took over from Desmond Clarke as BMC's director last January, reminded the bookmen and women who make up the membership that, unlike the Milk Marketing Board, which owns the product it markets and promotes almost as soon as it leaves the cow, the BMC has no such control.

"Everything we do depends on the efficient cooperation of other people," she says.

Better liaison all round is the watchword for the next 12 months which will include promotions for Writers on War—20 books selected for their literary contribution to the understanding of armed conflict—and Baby Books, 15 titles for very young children.

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FT11/7



UK defence procurement

The chill breeze of competition

By Bridget Boom, Defence Correspondent

THESE ARE stirring times in British defence. Mr Michael Heseltine, Defence Secretary for 18 months, is battling to streamline Whitehall's most cumbersome ministry. Next week, despite the opposition of the three service chiefs, he is due to present to Parliament a White Paper detailing what could prove to be the most radical reorganisation of the ministry for 20 years.

The key new policy measures are: ● The MoD will put contracts out to tender wherever possible. In 1983-84 only some 20 per cent by value of contracts totalling £5.8bn were awarded after direct competitive tendering. ● The MoD will now expect a prime contractor to introduce competition wherever possible in sub-contracts.

Competition in the early stages of projects to widen the MoD's choices and to stimulate new ideas. ● Contractors developing a weapons system will not now automatically get the initial production order. This is a new departure, and is the one to which contractors seem to have the strongest objections.

Mr Heseltine believes much can be achieved by competition among subcontractors, and is impressed by Marconi Underwater Systems, which claims to be putting 90 per cent of its work on Stargray and other torpedoes out to contract. But subcontractors are less sanguine, saying that in lean times prime contractors will keep more work in-house.

For industrialists the most unpopular measure seems to be that which takes away from batches, probably amounting to 750 vehicles, will be open to tender. However the policy is not being applied to a big tank contract. Mr Heseltine announced only last month the award of a further order of 82 Challenger tanks to the Royal Ordnance Factories, on the grounds that it was too late in the overall contract to consider switching to another supplier.

In the third case, Plessey has been awarded the main production contract for the Army's tactical communications system, Ptarmigan, which it developed. The company says it now has a good contract, based on a target price with built-in incentives. It believes however, that Mr Heseltine was only finally persuaded not to open subsequent orders to competition by the probability that if the contract was put out to tender it could delay deliveries for two years, and could lose the company the chance of winning a second slice of a £30m contract for Ptarmigan for the U.S. Army.

Among other criticisms of the new policy is that the MoD, already short of project management skills, will be hard pressed to monitor the new policies. Industrialists fear this will result in delays in decision making.

Sir Frank Cooper, the former Permanent Secretary at the MoD, says that the problems of defence procurement are "stunningly complex," and the difficulties of doing something about them "always underestimated."

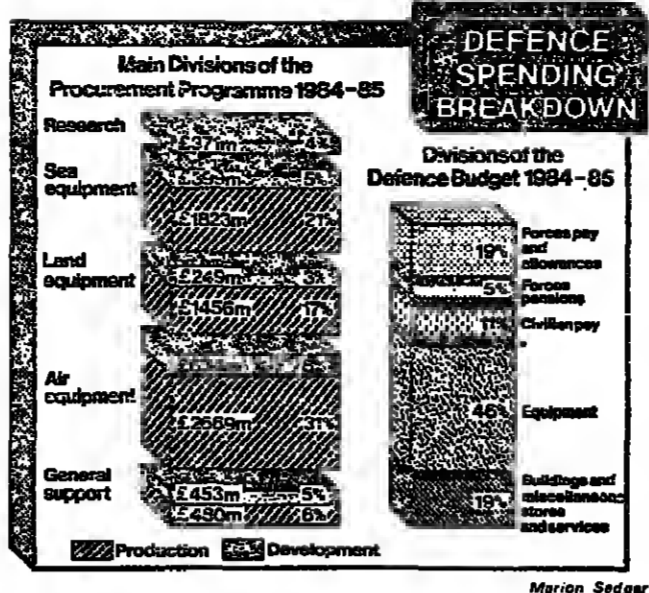
Public welcomes and private mutterings...

development contractors their traditionally almost automatic right to production orders. The Defence Committee summed up their worries: if companies were awarded orders only in limited tranches, economies of scale could be lost; those not undertaking development work might be unwilling to tender for subsequent production orders; while the general uncertainty created could result in an unwillingness by companies to offer new ideas to the MoD or use their own money for research.

It is in this area in particular that industrialists complain of Mr Heseltine's inflexibility, a charge denied on his behalf by officials. They cite three major contracts which have recently been subjected to ministerial scrutiny, only one of which, in the event, is to be subjected to the full blast of the new policy. GKN-Sankey, which has a development contract for the MCV-80, a new infantry armoured vehicle, will get the first production order of 250 vehicles but the remaining

Britain's defence contractors have cautiously welcomed the new competition policy, though they privately accuse Mr Heseltine of inflexibility and worse. But trenchant public criticisms have come from the Commons Select Committee on Defence. Through the all-party body supports Mr Heseltine's intentions. It has urged him not to push the policy "to the point where delays, extra staff work, loss of economies of scale and loss of support with industry outweigh the possible benefits."

debate over government policy towards the defence contractors has been enlivened by prospects of a controversial merger between British Aerospace and GEC. Both among the Defence Ministry's top ten suppliers, the merger could take a fifth of annual MoD contracts. Also at stake is the whole future of defence spending, with MoD budgets dogged by the need to afford increasingly sophisticated and costly equipment. This year's budget is £17bn, nearly half for weapons systems. The MoD claims to be British industry's largest single customer, buying 45 per cent of the aerospace industry's output and 20 per cent of the electronics industry's.



British industry What the closed shop has done for unions

By Rodney Atkinson

RECENT GOVERNMENT legislation requires periodic confirmation of closed shops through ballots of the workforce. As members of trade unions vote on whether they wish to retain closed shops it is appropriate to see what connection there may be between the closed shop and successful representation of workers' interests.

awarded for relative success in maintaining employment between 1978 and 1982 and in achieving wage rises between 1978 and 1982. These years cover short and roughly equal periods of modest growth, boom and recession and therefore offer a reasonable assessment of trade union ability to represent their members in very different economic climates.

1—There is no correlation between the strength of the closed shop in an industrial sector and the defence of jobs and wage levels. 2—The closed shop can be effective only where other forces are operating to protect the employer: low import vulnerability, public sector ownership, monopoly or high industrial concentration. 3—The stronger the closed shop influence the more workers will be able to achieve high wage levels but the less they will be able to preserve employment. 4—The weaker the closed shop influence the greater the probability of maintaining employment levels. 5—In the short run workers in industries with high closed shop coverage in protected sectors can be as successful as those in growth sectors with low closed shop coverage. 6—In the longer term the most successful workers are most likely to be in growth industries where the closed shop has not had time to become established.

THE EFFECTIVENESS OF THE CLOSED SHOP IN BRITISH INDUSTRY

Table with 8 columns: Industry, Minimum % in closed shop, Change in employment 1978-82 (%), Worker success score, Rise in earnings 1978-82 (%), Worker success score, Total score, Net score. Rows include Mining, quarrying; Gas, water, electricity; Paper, print, publishing; Shipbuilding, marine; Transport, communication; Coal, petrol products; Metal manufacture; Mechanical engineering; Other manufacturing; Food, drink, tobacco; Bricks, pottery, glass; Chemical, allied; Electrical engineering; Insurance, bank finance; Miscellaneous, catering, hotel, repairs, etc.

Are underwriters necessary?

From Mr K. Tunstall Sir,—With City underwriters threatening to boycott government share sales or exact higher underwriting commissions following the Enterprise Oil saga, I'm prompted to ask whether government issues need to be underwritten? Analogous to a government share sale is the issue of new government stock. At generally £1bn, issues of government stock exceed in value most share offers, yet are never underwritten. Any stock not applied for to the market as a "tap" whose demand arises. Couldn't a similar arrangement apply to government share sales? In the event of undersubscription, the effect of unsold shares held by the government, which showed that he similar to the effect of unwanted shares held by City underwriters: either way large lines of shares would be overhanging the market.

Coverage of the arts

From the Editor, Channel Four News Sir,—While accepting that Channel Four news had one of the best ideas for news coverage in the country, I am disappointed in reports from Ian MacGregor and Arthur Scargill, Chris Dunkley (July 4) goes on to claim that our coverage of subjects like the arts "looks increasingly tokenism." The programme remains as committed as ever to coverage of the arts and in the 20 months we have been on the air there have been 268 arts stories—an average of three per week, rather more than the "occasional gestures" Mr Dunkley claims. Some examples: Channel Four news was the first TV programme to cover the financial crisis at Riverside Studios, the possible demise of Chis Abbey, the artistic ramblings of the abolitionists of the metropolitan authorities and the attempt to keep the Ducdo in Manchester. —with the first interview with the director of the Getty Museum. No other news or current affairs programme in Britain has devoted anything like the amount of time to arts coverage that we have done and will continue to do.

Letters to the Editor

doesn't quite yield. In that sense Channel Four is much more open and Channel Four news carries a lot of arts stories.

Company tax bills

From the Director General, National Council Of Building Material Producers Sir,—Your report (July 3) about the Chancellor's speech says that he questioned the calculations of the Institute of Fiscal Studies which showed that the company tax bills would rise as a result of his spring Budget. It may be, as he suggested, that the sample of 4,000 companies was not representative of industry and commerce as a whole. While service companies may do well out of the Budget it is by no means clear that manufacturing industry, which is capital intensive, will not suffer higher tax bills.

Taxing times at the ports

From the Director-General, Institute of Directors Sir,—Following Andrew Taylor's article "Taxing times at the ports" (June 28) I draw attention to the discussions which this institute has been having with the financial institutions since the Chancellor announced his proposed changes in the payment of VAT. Negotiations are now finalised to provide sufficient cover, amounting to over £200m for full trading members of the institute, who are also members of the Institute of Freight Forwarders Mutual Insurance Company. Any full trading member may apply for a shareholding in IFFML. This will facilitate the clearance of imports to some degree, but because of the large sums of VAT involved, the rules of IFFML require members to retain control of goods until the importer has paid them the VAT, either by a cash deposit, a bank draft, or a cleared cheque. As mentioned (July 3) several trade organisations, including our institute, are seeking

Interest should be paid automatically.

Unless and until all insurance companies adopt this system, and in fairness one of us do pay interest automatically on this basis, I would suggest that it is in the interests of the dependants of the life assured to have the policy written on a basis which will help to reduce to the shortest time possible the period which elapses between death and settlement. Without going into a lot of technical detail, if a policy is written in trust and trustees are appointed then there is no requirement for the insurance company to see the estate and it will pay on production of proof of death, i.e. trust certificate, against the signature(s) of trustee or trustees.

Difficulties for importers

From the Managing Director, Brendan Butler (London) Sir,—Your Economic Correspondent's report (July 3) is an admirable summary of the difficulties which importers fear may occur when the new arrangements for payment of the VAT due on imports take effect on October 1 next. The requirement to provide a bank guarantee on top of the direct debit facility is indeed questionable, but perhaps even more important and possibly unknown to intending applicants for relief under the new arrangements, is the fact that bank guarantees cannot be provided at this time since, in the words of one of the big five clearing banks: "At this stage, however, the wording of the new bond has not yet been agreed by the Committee of London Clearing Banks with HM Customs and Excise, and regrettably I have to tell you that no guarantees can be given for the time being."

Floating Jaguar

From Mr R. Thomson Sir,—The FT Motor Industry Correspondent (July 7) kindly advises that "Jaguar's independence will be protected until 1999." In 1972, Jaguar Cars was shown on the prospectus for BL&C loan stock 1982-87 as one of the "guaranteed subsidiary" asking whether Jaguar subsidiaries. Last month I wrote would continue as guarantor after its separate flotation, and received a one-sentence reply signed by a Mr R. D. Gilbert. "Jaguar Cars is not a guaranteeing subsidiary."

Naught for the widows

From Mr N. Ross Sir,—I was interested to read the letter from Mr P. Richer (July 4) and agree entirely with his observation that when naming a death claim insurance companies should allow interest for the period of time from the date of death to the date of settlement. I submit that, whatever the reason for the delay, because the insurance company is still holding money which now no longer belongs to it



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# FINANCIAL TIMES

Wednesday July 11 1984

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## London stock market endorses reforms

By John Moore, City Correspondent, in London

**THE LONDON Stock Exchange's** ruling council yesterday took another big step towards remodelling the British securities market. It endorsed a radical new system for dealing in shares.

The system will allow stock exchange professionals to make markets in securities as competing market makers. That structure will effectively bring to an end the traditional separation of the functions of stockbrokers, who buy and sell shares on behalf of clients, and stockbrokers, who make markets in the shares.

The stock exchange said yesterday that the proposals differed materially from possible structures outlined in a discussion paper published in April.

The stock exchange said that, at a meeting of the council, a unanimous decision had been taken in favour of a dealing system based on competing market makers when commissions on shares transactions became negotiable by the end of 1986.

The plans to abandon fixed commission scales on share transactions have triggered the stock exchange's proposals to reform its securities market.

The system will be modelled broadly along the lines of the U.S. National Association of Securities Dealers automated quotations system (Nasdaq). The proposals, which will be outlined to members of the stock exchange next week in a discussion document, will indicate that those who wish to act as market makers will be able to act in that role. If the practitioners act as principals or market makers, as well as an agent on behalf of clients, they will be obliged to declare that fact.

See Lex, this page

## UK money supply accelerates

Continued from Page 1

compared with the range set in the Government's budget of 6 to 10 per cent.

The rapid pace of expansion during the month reflected a sharp upturn to £1.5bn in bank lending to consumers and business, and the relatively high level of government borrowing.

In Whitehall, officials said that the broad money supply had been artificially inflated over the past few months because of the concentration of government borrowing in the first half of the year.

Over the last 12 months Sterling M3 has grown by 9½ per cent, just inside the official target range.

The narrow measure of money, M0, is well within its 4 to 8 per cent range despite an unexpectedly high increase of 1 per cent in June.

The authorities' view is that the 10 per cent level of interest rates which they endorsed last week remains the appropriate level. The Bank of England yesterday left its dealing rates unchanged.

Some bankers believe that the Bank might seek to block any new increase over the next one or two days in the hope that the markets will steady, perhaps in response to an easing in the value of the dollar.

A further rise in base rates now would encourage building societies to increase their lending charges by more than one percentage point when they meet on Friday, possibly threatening the Government's 4½ per cent inflation target for the end of the year.

Against that, the major banks will not want to hold for any significant period rates which allow their "blue-chip" customers to make profits by drawing down their overdrafts and re-lending to the banks.

## UK bids to shore up Hong Kong confidence

BY DAVID DODWELL IN HONG KONG

MR RICHARD LUCE, Britain's Minister of State for Foreign Affairs, will fly to Hong Kong tomorrow for two days of wide-ranging discussions with political and community leaders in the colony.

The decision comes at a critical stage in the secret Sino-British negotiations over the future of Hong Kong and was being interpreted in the territory yesterday as an attempt to shore up flagging confidence in the determination of British negotiators to reach an agreement acceptable to Hong Kong people.

It is believed Whitehall has in recent weeks been split over how the negotiations with the Chinese Government should be handled, some officials arguing that any agreement is better than none. Others, however, insist that unless certain minimum concessions or commitments are made by China the agreement will be worthless.

An announcement of the Luce visit was made simultaneously in Hong Kong and London soon after Sir Edward Youde, the colony's governor, set off for Peking for the 18th round of Sino-British talks on the future of Hong Kong, China will resume sovereignty in 1997, when Britain's leases expire. An agreement is widely expected to be initiated in September.

The news came on a day during which Hong Kong's stock market steadied after falls on 12 successive trading days. The Hang Seng index improved by 31.71 points to end the day at 808.31. Stock market operators said, however, that the recovery was mainly due to technical factors and short-covering and that there were fears of further falls later in the week.

The Hong Kong dollar, which came near to being unbundled from its pegged value of 7.80 to the U.S. dollar on Friday, held its ground, as the price of overnight interbank interest rates soared again into the 35 to 40 per cent range.

Mr Luce, who will arrive only a matter of hours before the Sir Edward Youde's return from Peking, plans to meet the appointed local representatives on the colony's executive and legislative councils and other community leaders.

Initial response to the Luce visit was that the British Government might have decided at emergency meetings in Whitehall last week to agree to Chinese demands for a joint Sino-British commission to oversee Hong Kong's expected 10-year transition to Chinese sovereignty, and that Mr Luce would be transmitting this message to the people of Hong Kong.

These suggestions were, however, dismissed as "very wide of the mark" by a senior Hong Kong official.

It was learned after the governor had briefed members of Hong Kong's executive council, similar to Britain's Cabinet, on the outcome of his discussions in London last week, that Britain continued to reject the Chinese plan in its present form.

It is likely therefore that discussions of the matter will be put on one side while progress is sought on less contentious issues.

The proposal for a joint commission has hit a particularly raw nerve in London and Hong Kong, where officials see it as undermining the power of the present Government and giving China de facto control of the colony from 1985 rather than from 1997.

The proposal illustrates Peking's extreme suspicion over the intentions of the present administration between now and 1997.

In public, Peking has reasonably argued that the commission would help China to acquire a better understanding of how Hong Kong works, leading to a smoother transition in 1997.

Editorial comment, Page 16

## Genscher keeps FDP leadership

By Rupert Cornwell in Bonn

HERR Hans-Dietrich Genscher, the much contested leader of the troubled West German Free Democrat Party (FDP), is to keep his post until February next year. At the same time, he has denied that he would be prepared to serve as the next President of the EEC Commission in Brussels.

Herr Genscher's temporary reprieve as FDP leader was settled at a meeting of the party leadership. By a 25-5 majority it rejected a proposal that a new leader be chosen immediately after the summer break, to enable the desperately needed overhaul of the struggling FDP to begin as soon as possible.

Instead, the choice of a successor will be made, as originally planned, at the normal party conference to be held in Saarbrücken next February.

All the signs are that the job will go to Herr Martin Bangemann, who has just taken over as Economics Minister in the centre-right coalition. He replaced his FDP colleague Count Otto Lambsdorff, who is to face trial on corruption charges arising from the so-called "Flick affair" later this year.

So far, no rival has thrown his hat into the ring - and is unlikely to do so, unless Herr Bangemann falls in his ministerial office, a portfolio for which he freely admits he boasts no prior qualification.

Herr Genscher's announcement that he was not interested in going to Brussels would seem to make it all but sure that the successor to M Gaston Thorn at the head of the EEC Commission, and due to take over next January 1, will not be a West German.

Intense private soundings over the appointment have been taking place among EEC leaders. Although he has never publicly admitted this, Herr Helmut Kohl, the Chancellor, has been testing reaction to the idea that the post might go to his fellow Christian Democrat politician, Herr Kurt Biedenkopf.

Herr Biedenkopf's lack of top-level government experience told against him, however. Not were his chances improved by his failure to mediate a settlement in the long print industry dispute, which ended only last weekend.

Herr Genscher maintains that he will remain as Foreign Minister and deputy Chancellor until the next federal elections in spring 1987, despite forfeiting the party leadership.

## France lifts nuclear electricity exports

BY DAVID MARSH IN PARIS

FRANCE has taken a step nearer becoming Europe's nuclear energy powerhouse, registering a sharp increase in exports of mainly nuclear-generated electricity in the first six months this year.

Electricité de France (Edf), the state utility in charge of the nuclear programme, boosted electricity exports to neighbouring countries - particularly West Germany, Switzerland, Italy and Spain - to 12,580 kilowatt hours in the first half of the year, roughly equivalent to the output of four 900 MW power plants.

As part of a series of measures decided last July to guard against serious overcapacity in France's burgeoning network of nuclear power stations, Edf has been mounting aggressive campaigns to sell electricity abroad and to increase its penetration among domestic energy users, especially in industry.

During 1984, Edf expects to export about 25bn kWh, nearly double last year's total of 13.4bn, which itself showed a threefold increase on the 1982 figure of 3.8bn.

Out of the 161,500 kWh of electricity produced in Edf plants during the first six months, 68,000 kWh, or 55 per cent, was generated in nuclear plants, up from 48 per cent during the whole of last year.

Edf aims to boost the nuclear percentage to 75 per cent by 1990.

A 2,000 MW two-way cross-channel link with Britain, planned to come into operation in two stages at the end of 1985 and the end of 1986, will greatly increase Edf's capacity to boost exports to Britain. If the Central Electricity Generating Board decides to take advantage of relatively cheap French electricity, the cable link, now being built, was conceived originally to allow the two electricity boards to "swap" electricity at peak demand periods.

In view of the considerable price advantage of French electricity, and delays in Britain's own nuclear power programme, France would like to use the underwater cables to make a large net annual electricity sales to Britain.

Edf reasons that Britain may face a clear demand for electricity from abroad in coming years, especially if the CEBG decides eventually against building the Sizewell-B pressurised water reactor, which has been at the centre of a public inquiry since January last year.

France has been pressing its case for electricity exports in recent discussions with Italy, Belgium and the Netherlands.

Domestic electricity consumption has also been rising faster than expected this year.

## Maxwell raises bid for UK newspaper group

BY SUE CAMERON IN LONDON

MR ROBERT Maxwell, the British entrepreneur and publisher, last night formally raised his bid for the London based Reed International's Mirror Group Newspapers to "not less than £100m." And he is holding out the lure of increasing his offer still further to a maximum of £120m (£166m).

The new offer came less than 24 hours after Reed's terse rejection of Mr Maxwell's initial £80m bid. Reed said the first offer was "far from being wholly unconditional" and that the net proceeds would be "substantially less" than £80m.

Last night, however, Mr Maxwell revealed that he had abandoned nearly all the conditions which might have been thought to apply to his first offer. He was not demanding a prospectus for MGN which Reed was planning to float later in the summer. He was willing to re-

solve the question of the inter-company debt which Reed was believed to owe MGN and he had "dropped the key item" of possible redundancy payments, at the Witty Grove print works near Manchester where Northern editions of the Mirror are produced.

Mr Maxwell also announced that he had the "firm intention of seeking a public listing" for MGN if it is acquired. The timing would depend on the market and he would like his Pergamon Press to retain a 75 per cent stake. A public listing would enable MGN staff and members of the public to buy shares in the Mirror group.

A letter to Sir Alex Jarratt, chairman of Reed, was sent by Mr Maxwell late yesterday afternoon, but last night nobody from Reed was available to comment on the new offer.

## Grundig may aid Soviets on video recorders

By John Davies in Frankfurt

THE SOVIET UNION is seeking Western help to develop video recorders.

Grundig, the Fürth-based concern now under the management control of Philips of the Netherlands, has confirmed that it is ready in principle to supply manufacturing know-how.

The Soviet Union has also approached Japanese interests about the possibility of co-operation.

Grundig said yesterday that talks had been going on with the Soviet Union for about six months. A Soviet delegation had visited West Germany and Grundig representatives had made a reciprocal visit.

The company said the Soviet Union was seeking know-how for video recorder production in general, not for a particular video recorder system. The talks were about production techniques, not about a licence or about any type of system.

Grundig had indicated it was prepared in principle to supply know-how and was awaiting a decision. It hoped a deal would come about.

The company could give no details of where Soviet production would be set up or how many video recorders would be made.

The Soviet trade office in Bonn said yesterday that the Soviet Union already produced video recorders of its own design, but the office had no production details available.

Grundig has done no video recorder business with the Soviet Union but has made small-scale deliveries to other East European countries, particularly Hungary.

Video recorders have been used in schools and other educational institutions in Hungary, the company added.

Grundig believes the Soviet Union might be a big market for video recorders, in view of its large population.

The West German company began production of the Japanese-developed VHS video recorder system this year. In addition to the V-2000 system, with Philips, it decided to move into VHS production in view of the success of the Japanese system, especially in markets outside Western Europe.

Interest in video recorders has been growing in Eastern Europe, but there has been a tendency to wait for decisions by the Soviet Union on the most appropriate system and on production targets.

Robert Cottrell in Tokyo adds: Matsushita Electric of Japan has also received inquiries from the Soviet Union to provide technical assistance in setting up a VCR assembly operation in Russia. The Ministry of International Trade and Industry (MITI) is understood to have told Matsushita to refrain from getting involved in such a venture.

## Euro-US bank loses \$137m

Continued from Page 1

With the complete support of our six European shareholder banks we decided to charge off problem loans, our investment in unsuitable computer systems and other costs now so that the bank will be on a firm footing for the future."

The EAB chairman added that the charge-offs accounted for all EAB's problems. He predicted that as a result the bank would return to profitability in the third quarter, based on a new strategy of focusing on the local New York and Long Island commercial banking markets, where EAB has 93 offices.

At the end of June, the bank's non-performing loans totalled \$296.1m or 5.2 per cent of total loans. The figure includes almost all EAB's \$58m in Argentine loans, which have been placed on a non-accrual basis.

Despite frequent rumors to the contrary, the bank is understood to have decided against selling "strategic" investments

## Siemens plans DM 1bn for new chips

Continued from Page 1

automated production and energy-saving.

Dr Kaske agreed that one factor helping the components division to return to profit this year had been a boom in demand, above all for microprocessors and integrated circuits.

Orders for Siemens electronic components in the first eight months of the business year to the end of May had risen 60 per cent and sales by more than one fifth.

He added, however, that Siemens had also revamped the division to remove weaknesses, so that even when demand eased again, profitability should be maintained.

Apart from the fast-growing microelectronics field Dr Kaske made clear that Siemens was in the middle of a major phase of general expansion.

Group investment next year would rise DM 500m to DM 2.7bn, meaning that Siemens would have boosted its overall investment budget by DM 1bn or 60 per cent within two years. At the same time spending on research and development next year would be increased by at least DM 300m to more than DM 3.8bn.

Dr Kaske noted that in the first half of 1983-84 Siemens had taken on almost 1,000 extra engineers and

## THE LEX COLUMN The pound tips the scales

It was a characteristic piece of perversity - at any rate in these troubled markets - that the best news for holders of sterling yesterday was a schedule of bad news about the UK money supply. This showed a list of monetary aggregates floated enough to convince most people that bank base rates would be moving up for the second time in a week. But the comfort for sterling was predictably short-lived - currency markets need ever larger doses of interest rate stimulation to keep them aloft as the addiction grows - and the authorities' traditional interest rate versus exchange rate riddle remains unanswered.

Although there is nothing immediately disastrous about the money supply figures, since it is still early in the funding year, it does look as if the rapid growth of lending up to the end of banking June - PSL2 has been running at over 20 per cent so far this year - is going to demand some heavy funding before too long, far more than the net £300m or so which the Government Broker has achieved in July to date. Yet the sagging performance of the pound, and rising interbank interest rates, would make it absurd to try and improve the monetary statistics by wheeling out a last just now. If the clearing banks went for a base-rate overhaul - beyond the 11½ per cent which interbank rates seem to be looking for - it would at least improve the authorities' chances of selling some stock.

None of this is good for equitiff interest rates are levered up to 12 per cent, the resulting mortgage rate increase could take the remaining wind out of consumer spending, quite apart from its proper impact on house building. Coupled with the dock strike, this darkening interest rate picture seems this week to have turned some institutions into active, if modest, sellers. No wonder

that old defensive stand-bys - like tobacco stocks - have begun to supplant the stores and other built-market favourites.

**Stock Exchange**

The Stock Exchange took a lot of well deserved criticism for its woefully lagged equity trading published in April's discussion document, but it now seems to be moving in the right direction. With a surprising degree of unanimity, the Council agreed yesterday on the broad outlines of a trading system which ought to work well in London.

In essence, the choice lay between an auction specialist, on the lines of the New York Stock Exchange, or a committed market-maker system akin to that operated by the National Association of Securities Dealers (the Nasdaq system).

The argument against the specialist is that London is not used to auction markets, and that anyway the specialist system in New York is showing increasing signs of strain. Whereas New York only trades in relatively large companies, London has far more small securities to trade, which could not fit comfortably into a specialist market.

In favour of the Nasdaq system is the fact that it works well, in the U.S., and in London there are realistic hopes that market makers might be willing to trade in relatively illiquid securities at least through a transitional period. In the short term, it would enable the floor of the Stock Exchange to remain a busy and worthwhile place, and it could be adapted over the years if the floor were to become less relevant.

Much detail remains to be worked out. It looks as though those who wanted to insist on order

exposure have been defeated, which is good; but the question of last trade reporting has still to be resolved. There may be a case for allowing a short period in which all trades are reported to the authorities but not to the public, in order to give the market-makers a chance to find their feet.

**Pergamon/Mirror**

Mr Robert Maxwell clearly wants the Mirror Group of Newspapers very badly indeed. He has surely now made an offer which Reed International will find it hard to refuse. The group's institutional shareholders could be forgiven for wondering whether MGN's proposed flotation would ever really reach the market, with or without last night's increased offer of £100m on the table.

Meanwhile, newspaper costs are beginning to rise, advertising volume is arguably at a peak, and union opposition to the flotation remains entrenched. Mr Maxwell's appearance must seem to them heaven-sent, with his extra £20m probably worth just a little over Reed's latest annual net dividend and the total offer perhaps equivalent to about 70p per Reed share after expenses and capital gains tax.

Reed's reluctance so far to discuss the matter, in whatever form, is most unlikely to deter this bidder. MGN's assets must be broadly divisible into those which can easily be valued by any outsider and those which are anyway not going to be of much interest to the prospective new owner. Mr Maxwell is, therefore, little inconvenienced - and his success at turning around BPCC has disarmed many former critics of his approach.

### World Weather

Algeria	28	57	Dublin	25	77	Malaga	27	81	Salzburg	21	68
Alexandria	28	82	Frankfurt	25	77	Milan	27	81	Seoul	21	68
Amman	27	78	Geneva	25	77	Nice	28	82	Stockholm	26	79
Antwerp	28	82	Hamburg	25	77	Osaka	27	81	Sydney	21	68
Bombay	28	82	London	25	77	Paris	28	82	Taipei	27	81
Buenos Aires	28	82	Lyon	25	77	Prague	27	81	Tokyo	27	81
Bombay	28	82	Madrid	25	77	Rome	28	82	Washington	21	68
Bombay	28	82	Moscow	25	77	Santiago	27	81	Wellington	21	68
Bombay	28	82	New York	25	77	Toronto	27	81	Yokohama	27	81
Bombay	28	82	Osaka	27	81	Urumchi	27	81			
Bombay	28	82	Shanghai	27	81						
Bombay	28	82	Singapore	27	81						
Bombay	28	82	Sourabaya	27	81						
Bombay	28	82	Tientsin	27	81						
Bombay	28	82	Yokohama	27	81						

©-Daily D-Drizzle F-Fog H-Hail R-Rain S-Sun SH-Show SN-Snow T-Thunder

Progress Report No. 4 from

## Britain's No.1 manufacturing exporter

New sales confirm BAe business jet's world lead

New sales, taking total orders to 591 in 33 countries and export earnings to a value of some £600 million, have confirmed BAe 125's lead as the world's best-selling medium-sized business jet. About two-thirds of all sales have been in the fiercely competitive North American market. The new Series 800 - certificated on schedule in May - has already won 18 orders.

**Rapier deliveries begin on £200,000,000 Swiss contract**

The first Rapier low-level missile system to be delivered under the £200 million contract from the Swiss Government was handed over to the Swiss Army at the end of June. Prior to this, a development programme had been completed to provide the system with additional capabilities required by the Swiss, and a major new Swiss defence manufacturing organisation was set up. Total Rapier orders now stand at more than £1,700 million.

**Jetstream 31 sales top £80,000,000**

Recent orders for Jetstream 31 turboprop light transports from Contactair of West Germany and McAlpina Aviation of UK have brought total orders to 44, valued at over £80 million. More than 65% of sales to date have been to export customers. Production is being accelerated to 36 aircraft per year by 1986 to keep up with increasing demands.

**38 countries buy BAe's stabilised monocular sight**

Thirty-eight countries have bought SteadyScope, the hand-held stabilised monocular sight developed to overcome the problems of vibration and give observers clear vision on moving vehicles or other unstable platforms. Capitalising on experience and expertise in precision gyro manufacture, SteadyScope is a typical by-product of British Aerospace's hypertechnology missile programmes. The latest order, from Britain's Army Air Corps for use in helicopters, brings total value of sales to £2.1 million.

More examples of how British Aerospace's unequalled experience in hypertechnology is helping Britain to maintain world leadership.

**BRITISH AEROSPACE**

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SECTION II - INTERNATIONAL COMPANIES  
**FINANCIAL TIMES**  
Wednesday July 11 1984

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**Sharp gain for CBS in second quarter**

By Paul Taylor in New York  
CBS, the U.S. broadcasting, recorded music and publishing group, yesterday reported a 49 per cent jump in second-quarter earnings, bolstered by particularly strong results from the broadcast and record divisions.  
The company said net earnings from continuing operations increased to a record \$87.6m, or \$2.95 a share, in the second quarter from \$58.8m, or \$1.98, in the corresponding period last year. Net income increased by 51 per cent to \$86.5m, or \$2.98 a share, from \$57.7m, or \$1.98, on revenues which grew by 16 per cent to \$1,228m from \$1,059m.  
In the latest quarter, a \$16.6m gain on the sale of land was offset by a \$15.7m charge resulting from the decision, announced earlier this week, to end video disc production.  
For the first six months, CBS reported net earnings from continuing operations of \$127.7m, or \$4.30 a share, compared with \$115m, or \$3.60, in the first half of 1983. Final net earnings after the special gain and charges increased to \$127.4m, or \$4.29 a share, against \$78.5m, or \$2.58, on revenues which grew to \$2,390m from \$2,090m.  
The sharp improvement in profits continues a pattern established last year, and underlines the group's breakout from a five-year profit slump. The recovery has been led mainly by the broadcasting division and the renewed success of the CBS records group which records such artists as Michael Jackson.  
The broadcasting group reported second-quarter income of \$159.1m on revenues of \$672.3m compared with income of \$103.3m on revenues of \$563.3m in the corresponding period last year. Earnings in the record group increased to \$30.5m from \$25.5m on revenues which rose to \$393.3m from \$277.4m.  
CBS's publishing group also reported higher income and revenues,

ONE MAN'S PLAN TO LIFT FUTURES TRADING OUT OF THE PITS

**Intex - a futures market without bedlam**

By Alexander Nicoll in London

EUGENE GRUMMER has learned the hard way not to predict the opening day for Intex, an automated futures exchange being created around a computer in Bermuda. But he does believe that, after years of setbacks, his dream will become a reality this summer.  
Intex - if it works - will be a futures market without bedlam. It is based on the belief that the growth of futures markets, especially in the U.S., has overstretched traditional trading methods and that the advance of technology has made those methods outdated.  
"Those who propound the theory that you must have human interaction hanging on to an old method," Mr Grummer says. His idea is that the hurly-burly of trading pits, with the attendant inefficiencies he sees, will be replaced by silent screens in traders' offices.  
Several times it has seemed that the idea would never fly. Since Mr Grummer, an American aged 59 who had a 30-year career at Merrill Lynch, founded Intex in 1981 with several other individuals, it has

gone through ownership shuffles and its computer system has had to be replaced.  
A U.S. venture capital concern, Biotech Capital, is now a principal shareholder, as is Mr Wallace Sparkman, who runs a Texas oil company. Last week a British company, Mr Max Levinson's Dominion International, agreed to subscribe \$3m for a 25 per cent holding. Intex's sponsors have already spent double that amount on its development.  
Membership costs \$20,000, and the subscriptions of 265 members from around the world are now being held in escrow pending the start-up. A far smaller number than that will have active screens, or "trading stations," in place when the first trade is done.  
A trading station, comprising a Digital Equipment microcomputer, two screens and high-speed printer, costs each member in the U.S. an additional \$13,500. In the UK the price is about \$3,000 higher. In addition, members must have dedicated telephone lines running to mainframes in Vienna, Virginia, or London and thence to the central computer in Hamilton, Bermuda.  
About 30 members, mostly in New York and Chicago, have been hooked up so far. Only three of them are in London: Harold Commodities, Merrill Lynch and Sharps Pixley. Mr Grummer hopes that between 40 and 60 members will be linked to the computer before the starting date.  
The hopes of Intex are pinned on a 100-ounce gold contract similar to the very active New York Comex contract. After that, a long-term U.S. bond contract and a 5,000-ounce silver contract are planned, as well as a freight rate index. Mr Grummer hopes to introduce stock indices and currencies, as well as options, but emphasises that all depends on launching a single contract successfully.  
Whether Intex will succeed must still be subject to doubt. Futures traders brought up on the jostling, lung-bursting miasma of the trading pit and the suggestion that pits are inefficient market places.  
"I am a fan of open outcry because of its net the best available

price, and the price is public," says Robin Baldwin, a partner running the futures desk at London stockbrokers Phillips & Drew. "It does not matter if the pit is crowded - that just makes it more efficient."  
Intex believes that overcrowding in the pits lessens the chances of quick, error-free execution of orders. Execution by the Intex computer, as well as being fast, would remove the possibility of out-traders - where two traders' records of the same deal do not match - because the computer would provide no immediate record. Intex claims that its system can handle 70,000 transactions an hour.  
Mr Michael Jenkins, chief executive of the London International Financial Futures Exchange (LIFFE), acknowledges that "trading methods will change and a lot of it will be done in an automated way." He does not, however, believe that automation will replace the trading floor.  
Mr Jenkins believes that it is precisely when volume is high that the pits are efficient and automated trading is suspect. Despite the po-

tential speed of the computer itself, he says, the speed of reaction from computer users around the world is not the same as that from a throng of traders who are all in one place.  
"I think probably the state of the computer art is such that where you have got a fairly modest volume, computer trading can be very effective. It has yet to demonstrate that it could efficiently handle high-volume activity," Mr Jenkins says.  
LIFFE itself is looking ahead to a day when its own trading floor may become too cramped, and is exploring ways to automate some low-volume contracts, such as currencies.  
One advantage of the Intex system is anonymity. A trader's screen displays, for each price close to the current market level, the total volume of bids and offers put into the system by all trading members. The computer matches them and provides a record to each side but does not disclose the identity of one to the other.  
All trades will be cleared, subject to final agreement, by the International Commodities Clearing House in London, which also houses In-

ter's London mainframe on its premises.  
A disadvantage, which Intex is working to remedy, is that members will not be able to interface Intex trading with their own internal computer systems.  
A few years ago, Intex was talking of a round-the-clock market. That ambition has been toned down, and its trading hours will run through the U.S. day although for longer than the Chicago and New York exchanges. Extension into the London morning is possible, but expansion beyond that might create clearing problems.  
Will Intex become a liquid enough market to take off? Technology has had a huge impact on financial markets, mainly by increasing the flow of information to them. So far, traders have been reluctant to entrust the market place itself to computers. Intex may encourage some of them to try, perhaps by offering arbitrage opportunities. But it is unlikely to persuade them to abandon the trading floor completely.

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**Texaco's takeover of Getty cleared**

By Terry Dodsworth in New York  
THE U.S. Federal Trade Commission (FTC) yesterday gave final clearance to the \$10.1bn takeover of Getty Oil by Texaco, making the process one major change which will significantly strengthen the group's position in the Mid-west.  
The altered recommendation illustrates the new flexibility of the anti-trust authorities under the present Administration. In this case it has not only allowed the second largest merger in U.S. history to go ahead, but has also assisted with advice on how best to structure the agreement to meet with approval.  
In the original judgment in February Texaco was told it would have to divest Getty's 50 per cent stake in the Chase Pipeline carrying refined products from Kansas to Colorado, as well as Getty's 80,000 barrels a day refinery at El Dorado, Kansas, and related marketing assets in 13 states.  
In the final decision, however, Texaco was given the choice of divesting these assets or its own 40 per cent interest in the Wyco pipeline from Wyoming into Colorado. The company said yesterday it has decided to opt for the latter solution, holding on to the Getty activities which would strengthen its position in the mid-continents.  
Most of the other requirements of the original FTC decision have been left in place, including the sale of Getty's marketing activities in the north east, the agreement to continue selling oil to independent refiners served by Getty in California, and agreement not to acquire marketing operations in the north east for 10 years without the commission's approval.  
Texaco said yesterday it would start the work of integrating the two companies, which had to be run separately during the examination by the FTC.

**Minebea plans U.S. expansion**

By Terry Dodsworth in New York  
MINEBEA, the Japanese electronics and ball bearing company, is aiming to expand in the U.S. through a bid for New Hampshire Ball Bearings, a specialised company with a strong foothold in the military market.  
The Japanese group, which has sales of around \$60m, has bid \$85 a share for New Hampshire, valuing the company at \$110m. Before the offer, New Hampshire's shares had been trading at a little over \$30 a share, but they soared to \$54 on the announcement of the offer.  
New Hampshire, whose management has been asked to stay in the event of a takeover, said it is actively exploring the bid.

**Continental Illinois to sell London bank**

By David Lascelles in London

CONTINENTAL Illinois, the troubled Chicago bank, has to sell its London merchant bank, Continental Illinois Ltd, to First Interstate Bank of Los Angeles as part of its efforts to raise cash through asset disposals. The sale price is not being disclosed.  
First Interstate is the seventh largest U.S. bank but is less well known abroad than its size would suggest, because its business is mainly in the U.S. retail market.  
The acquisition marks its ambition to expand its international presence.  
The terms of the deal are under-

stood to include profit-sharing arrangements for the merchant bank's staff. About 90 per cent of the employees, including Mr William Page, the managing director, have agreed to stay on.  
The bank will remain in the Continental Illinois building in Queen Victoria Street for a time.  
With a balance sheet of £240m Continental Illinois merchant bank was expected to be sold for a price in excess of its net asset value of about £16m. The bank is active in a range of banking markets, including corporate finance and securities trading.

**U.S. food group sees advance**

By Our Financial Staff

BEATRICE COMPANIES, the U.S. food and consumer products group formerly known as Beatrice Foods, expects a \$18m gain in its earnings for the second quarter ending August 31 from a private swap of convertible preference shares for a portion of its sinking fund debentures.  
The retired debentures had a face value, including accrued interest, of \$94m. Interest rates ranged between 7 1/2 per cent and 10 1/2 per cent.  
In the second quarter of 1983-84, Beatrice reported net earnings of \$87.1m or 83 cents a share on sales of \$2,377m. Last month Beatrice took over Esmark, the U.S. food, lingerie and vehicle rental concern.

**Profits surge in quarter for International Paper**

By Terry Byland in New York

INTERNATIONAL PAPER, the world's largest paper maker, underlined the recovery in the U.S. forest products industry with the announcement of a sharp rise in second-quarter profits.  
A gain of 15 per cent in sales lifted net earnings by more than one third to \$67m or 1.21 a share. The comparable earnings total of \$49.8m or 88 cents included \$15.7m from land sales in Florida. Group revenues increased from \$1,070 to \$1,233m.  
Sales of land also boosted earnings in the first quarter of this year. For the first half year, International Paper shows net earnings of

\$122.3m or \$2.19 a share, including \$119.3m or 2.15 a share taken in \$83.5m from the sale of timber in Northern California. Sales for the six months have improved from \$2ho to \$2.4bn.  
For the whole of fiscal 1983, IP turned in net profits of \$211.6m or \$3.73 a share.  
The company is benefiting from the recovery in demand for its paper, pulp and packaging products. It is increasing its position in the white paper markets, and has been raising cash for modernisation by selling off selected timber assets.

**SWEDISH MATCH**  
Trend of earnings

Continued improvement in consolidated earnings

Consolidated earnings continued to develop favourably during the first four months of 1984. The operating result for the 12-month period ending April 30, 1984 totalled \$57 million, compared to \$46 million for the preceding 12-month period. The improvement is attributable primarily to further effects of structural changes made in Swedish Match and extensive investments in the Corporation's priority groups. As a result, capacity utilization has been improved despite relatively little assistance from economic trends in our main markets. The result after financial items for the 12-month period ending April 30, 1984 totalled \$40 million, compared to \$23 million for the preceding 12-month period.  
For the full year 1984 business trends are expected to follow our previously published forecast, which predicted an improvement in the result after financial items, compared with 1983. Companies acquired during the year will not have any significant effect on results in 1984.

	May 1983	January 1984	May 1984
(Amounts in \$ million)	April 1983	December 1983	April 1984
Sales	665	759	789
Operating result	46	53	57
Financial net	-23	-16	-17
Result after financial items	23	37	40
Return on capital employed, %	13.6	15.2	16.1
Earnings per share (full tax), \$	1.24	2.34	2.60

(UK £1 = SEK 11.13)

**Tarkett**  
Tarkett produces vinyl, wooden and textile flooring. Group sales have increased substantially as a result of previous US acquisitions. Tarkett is now the world's second largest producer of flooring with a total annual production volume of 65 million square metres. Sales for the period under review were \$78 million (January-April 1983 \$60 million) and the operating result was \$4 million (January-April 1983 \$3 million).

**Kitchens**  
The Kitchen Group is the largest producer of kitchen units and other cupboards in the Nordic countries. Sales attributable to the group in the period under review were \$30 million (January-April 1983 \$18 million) and the operating result was \$2 million (January-April 1983 \$1 million).

**Doors**  
The Door Group is the Nordic area's leading manufacturer of a complete range of internal, exterior and high-performance doors. The group recorded sales of \$22 million in the period under review (January-April 1983 \$18 million), and the operating result was \$1 million (January-April 1983 \$1 million).

**Match**  
Match is the most international group within Swedish Match. It was the first operating section within the Corporation and now has factories in some 30 countries throughout the world. In addition to matches, the group also produces lighters and other related consumer products, and is active in the fields of forestry and trading. Group sales for the first four months of 1984 were \$61 million (January-April 1983 \$53 million), and the operating result was \$7 million (January-April 1983 \$4 million).

**Akerlund & Rausing**  
Akerlund & Rausing is uniquely experienced in the fields of packaging materials and systems as well as consumer products. It works with highly developed techniques and advanced combinations of materials for distribution handling. Through recent acquisitions of Swedish Tissue in April 1984 and Esselle Pac in June 1984 the group has become one of Europe's leading companies in this sector. The group is now well prepared for further international expansion. Sales for the first four months of this year amounted to \$51 million (January-April 1983 \$46 million), and the operating result was \$3 million (January-April 1983 \$3 million).

**Other Activities**  
Swedish Match is also involved in other operating areas, including chlorate production and the manufacture of particle board. Sales for this group amounted to \$29 million in the period under review (January-April 1983 \$46 million).

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INTL. COMPANIES & FINANCE

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**The Tokyo Electric Power Company, Incorporated**

(Tokyo Denryoku Kabushiki Kaisha)

**U.S. \$100,000,000**  
**13 3/8 per cent. Notes 1989**  
**Issue price 100%**

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The Notes, in denominations of US\$5,000, have been admitted to the Official List by the Council of The Stock Exchange subject only to the issue of a temporary Global Note. Interest on the Notes is payable annually in arrears on 31st July, commencing 31st July 1985.

Particulars of The Tokyo Electric Power Company, Incorporated and the Notes are available in the Extel Statistical Service system and may be obtained during usual business hours up to and including 1st August, 1984 from:—

Country Bank Limited, 11 Old Broad Street, London EC2N 1BB.  
Strauss Turnbull & Co., 3 Moorgate Place, London EC2R 6HR.

11th July 1984

**Caterpillar returns to profit**

By Terry Byland in New York  
CATERPILLAR Tractor, the world's largest earth-moving and construction equipment group, returned to profit in the second quarter of the year, after losses in seven consecutive quarters. The turnaround from a loss of \$92m or \$1 a share to a profit of \$24m or 25 cents for the quarter reflected improved demand in the construction equipment industry, "particularly in the U.S. and Canada," the company said.

The company still believes it will be profitable over the full year, but it is downgrading its sales forecasts for 1984 because of the "limited improvement" seen in the energy sector. In 1983, Caterpillar's sales totalled \$5.4bn.

Sales jumped by 48 per cent in the second quarter to \$1.83bn.

**Elf abandons Guatemala oil exploration venture**

BY DAVID MARSH IN PARIS

ELF AQUITAINE, the state controlled French oil and chemicals group, has pulled out of its role as operator and leading shareholder in an ill-starred oil exploration and production venture in Guatemala.

The company has proposed transferring its 43 per cent stake in the venture to Hispanoil, the Spanish state oil concern.

Elf's move coincides with the opening of hearings in Switzerland into a lawsuit brought against Elf by one of its former partners in the venture, Basic Resources International.

Basic Resources, now chaired by financier Sir James Goldsmith, is suing Elf for about \$300m in damages, claiming that the French company contributed to the poor results of the Guatemalan venture through gross negligence and reckless over-spending.

Elf, in return, has made a counter-claim against Basic Resources for \$28m plus accrued interest. The hearings have just started at the International Commercial Tribunal in Basle and a result is not expected for several months.

Elf said yesterday that the decision to withdraw from the project—which had been expected for several months—was not directly linked to the Basle case but was a result of a review of the unappealing prospects of the Guatemalan venture.

After the abandoning of earlier joint ventures with Texaco and Braspetro of Brazil, Elf no longer has any activities in the central American country.

Elf became operator in 1980 of a

**St Regis court bid refused**

By Our Financial Staff

MR RUPERT MURDOCH, the Australian publisher, has been cleared by a Dallas court to continue buying shares in St Regis, the U.S. forest products group.

The Federal District Court in Dallas refused a request by St Regis for a temporary restraining order on Mr Murdoch. A hearing was set for next month on St Regis' request for a preliminary injunction against Mr Murdoch, who has so far amassed over 5 per cent of its stock.

In his original action St Regis alleged, among other things, that Mr Murdoch's public filings in connection with his acquisition of St Regis common stock are "materially false and misleading, in violation of the federal securities laws" and that Mr Murdoch intends to violate provisions of Texas law

contract area previously run by Basic Resources. Its partners were Hispanoil, with 33 per cent, and Basic Resources, with 23 per cent. Both expect that the area would lie in the same basin as the adjacent productive fields of Mexico failed to be borne out by later drilling and the area is now thought to have output capacity of no more than 5,000 barrels a day.

Shell Canada is investing an initial \$200m (U.S.\$151m) to expand its Peace River oil sands production from 2,400 to 10,000 b/d and could expand output to 40,000 b/d in the 1990s.

Shell has operated its Peace River pilot project on the tar sands belt in northern Alberta for nearly five years.

**Dutch pacemaker group to sell unit for Fl 2.8m**

BY WALTER ELLIS IN AMSTERDAM

VITATRON, the Dutch scientific instruments manufacturer, which specialises in heart pacemakers, is to sell its scientific division to a new company, Vital Scientific Dutch, for Fl 2.8m (\$875,000).

Vitatron, which was a controversial Dutch entrant to the London stock market, hopes to produce much improved results for 1984 after five years of mounting losses.

The scientific division recorded a deficit last year of Fl 2.46m, down from a loss of Fl 5.16m in 1982. Vitatron feels that it can now be sold as a going concern, raising valuable funds for the company and permitting it to concentrate on pacemakers and other implantable medical devices.

Vital Scientific, owned by

**Gencor buys into Deutsche Babcock offshoot**

By Rupert Cornwell in Bonn

DEUTSCHE BABCOCK plans to sell a 26 per cent stake in its South African offshoot, DB Thermal, to the giant General Mining Union Corp of South Africa.

Hitherto the West German engineering and power station group has held 100 per cent control of DB-Thermal. The company yesterday declined to give any financial details of the transaction.

Gencor, which employs 170,000 people, has interests which include commodities, steel shipbuilding and trading, DB-Thermal, based at Praxinfontein, specialises in pipeline constructions as well as supplying condensations and watercooling units for power stations.

The two South African companies co-operate in the marketing of equipment and of technological know-how. Deutsche Babcock said the deal would open the way to new activities in energy-related engineering and process plant technology. It would also help the West German company to market its environmental protection technology—for which it envisaged growing demand in South Africa in the next few years.

DB Thermal has been operating in South Africa for many years, its interests including steam-generating equipment and pipeline construction.

Deutsche Babcock has been consolidating its financial recovery over the last two years after booking a group loss of DM 437.4m (\$154m) in the 12 months to the end of September 1982. Its problems stemmed from contracts with Arab countries, including Kuwait, Saudi Arabia and Libya.

The company has been re-assessing its strategy and putting more emphasis on energy conservation and environmental protection techniques.

**Bosch expects to maintain net profits this year**

BY OUR FRANKFURT STAFF

ROBERT BOSCH, the West German electricals and vehicle components group, expects to boost sales this year by about 6 per cent to more than DM 15bn (\$5.3bn), and to maintain profits at around the 1983 level. First quarter figures, although improved by special factors, were encouraging with U.S. sales up by no less than 83 per cent.

Last year the Bosch group increased net profit to DM 193m from DM 181m in 1982, on consolidated sales up by 3.9 per cent to DM 14.4bn. A total of 55 per cent of sales were made abroad.

Net profit of the parent company totalled DM 157m of which DM 120m is being added to reserves and the rest paid out as a dividend.

Dr Merkle, aged 71, is stepping down tomorrow after 21 years as executive chairman, and will become head of the supervisory board. His place will be taken by Dr Marcus Bierlich, aged 58, until now the finance chief of the Allianz insurance concern.

Despite the setback, Dr Merkle made clear that the Bosch group was pressing ahead with an investment programme worth nearly DM 1bn this year, and that it aimed for annual sales growth in future of around 5 per cent in real terms.

One part of that growth strategy was to boost sales in the U.S. to the equivalent of 10 per cent of group turnover. First quarter figures, although improved by special factors, were encouraging with U.S. sales up by no less than 83 per cent.

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**Oce earnings and sales well ahead**

OCE, the Dutch copier group, reports good gains in sales and profits for the first six months of 1984.

Sales are 10 per cent ahead and net profits have risen by 27 per cent, confirming the strong recovery in trading shown by Oce over the past year or so.

Against a backdrop of an opening half of 1983, net interim profits have increased to Fl 29.3m. Sales for the period totalled Fl 891m, against Fl 809m.

At the per share level, profits are Fl 12.95, compared to Fl 10.64 last year. Cash per share is Fl 52, against Fl 41.5.

Algemene Bank Nederland, one of the big three commercial banks, plans to raise Fl 150m (\$47m) via the Amsterdam bond market. It is to offer 9 1/2 per cent bonds with a maturity of 20 years. The bonds are to be priced next Monday and subscriptions have to be in by the following day.

**Biochemie joint venture**

BY JOHN WICKS IN ZURICH

BIOCHEMIE, an Austrian subsidiary of the Swiss Sandoz group, is to form a biotech joint venture with Henkel, the German chemicals and detergents concern. The two companies are to take 50 per cent each in Biozym, of the Netherlands.

Biozym will build a 5cb 120m (\$6m) unit for the fermentation-based production of enzymes at Biochemie's Kundl plant in the Tyrol. The unit, scheduled for start-up in spring, 1984, is initially to supply Henkel with part of its detergent enzyme requirements.

The partner companies have also signed an agreement to carry out joint research in the field of several fermentation products.

Biozym will draw on the know-how of Biochemie, a leading international antibiotics supplier, in the field of microbiological production and Henkel's processing and finishing experience as a major detergent manufacturer.

The deal with Henkel follows the announcement recently that Biochemie intends to invest some Sch 2bn over the next four years to double turnover, which last year reached Sch 2.02bn.

**INTERNATIONAL APPOINTMENTS**

**Chief executive at CPC International**

Mr James R. Eisner, president and chief executive officer of CPC INTERNATIONAL INC. since 1978, will become chief executive on September 1. Mr James W. McKee, Jr., who has been chief executive for the past 12 years, will continue as chairman of the board and chairman of the executive committee. Mr McKee said the change is being made to provide for an orderly transition of the company's leadership. Mr Eisner was elected a corporate vice-president in 1971 and became president of the U.S. Industrial division. In 1975, he was elected a member of the board of CPC International, and became executive vice-president in 1977, and president in 1979. CPC is one of the largest U.S. food processors.

The PROCTER & GAMBLE board of directors has elected eight new vice-presidents: Mr Wolfgang C. Berndt, division manager—Garnmao, has become vice-president—Garnmao. Mr Benjamin L. Bethell, manager—food products division, has been made vice-president—food products division. Mr William B. Connell, manager—beauty care division, is elected vice-president—beauty care division. Mr Stephen F. Donovan, manager—packaged soap and detergent division, is appointed vice-president—packaged soap and detergent division. Mr E. Jürgen Blatz, manager—coffee division, has been elected to the newly created position vice-president—beverage division. The beverage division is a consolidation of the citrus products and coffee divisions. Mr Charles A. Leppe, manager—health and personal care division, has become vice-president—health and personal care division. Mr Lawrence D. Willigan, manager—foodservice and lodging products division, has been made vice-president—foodservice and lodging products division. Mr Samuel E. Frael, manager—citrus products, has been elected vice-president—personnel.

ECONOMICS LABORATORY, INC., St Paul, Minnesota, has promoted Mr Adrian Smith, Economics Laboratory International Limited (ELIL) consumer vice-president, to ELIL senior vice-president, marketing group and Pacific/Far East. In this newly-created position he will be responsible for worldwide marketing and R & D. He joined the company in 1979 as vice-president regional consumer marketing, Europe.

Mr Masayuki Serizawa has been appointed deputy general manager of NIPPON EUROPEAN BANK in Brussels. He succeeds Mr Yasunori Fujii who was promoted to managing director of NEB.

Mr Richard S. Ward has been elected a vice president of ITT CORP. New York. He joined ITT in 1969 as general counsel of ITT Space Communications, Inc. After moving to ITT Europe headquarters in Brussels in 1978, Mr Ward was appointed general counsel of ITT Europe Inc in 1980 and elected a vice-president of ITT Europe in the same year. He is based in Brussels.

At STANDARD OIL COMPANY OF CALIFORNIA, Mr Kenneth F. Derr, president of Chevron U.S.A. Inc, will head a programme to implement the merger of Social and Gulf Corporation. Mr Derr will continue as a vice-president and director of Social.

Mr James R. Sylla, president of Chevron Shipping Company, has succeeded Mr Derr as president of Chevron U.S.A. Inc and continues as vice-president of Standard Oil Company of California. Mr Douglas C. Wolcott, vice-president and general manager of Chevron Shiplog Company will succeed Mr Sylla as president of Chevron Shipping.

**HACHETTE**

The General Assembly of HACHETTE S.A. shareholders was held on Wednesday 27 June under the chairmanship of Mr Jean-Louis de Lamoignon to approve the accounts of the 1983 financial year.

The parent company's results show a net profit of 1,100 million including Fr 135.1 million of net capital gains against Fr 103 million in 1982. It should be stressed that the 1983 results also included important amounts of forward-looking provisions.

The Group consolidated results, which should be considered the most significant, show a net profit of 1,100 million and a net capital gain of Fr 135.1 million in 1983. The Chairman made the following comments on the results and the activities of the Group:

These improvements confirm that the recovery phase, which we had set for ourselves as a first objective, is a real success. I mentioned in my last year's address that the great results of 1982 were just the first stage: this has been proved today.

This position calls for two comments:

(1) In our business, which is so complex and varied, a rigorous management is needed more than anywhere else. Management must be constantly modernised and budgetary diversions strictly controlled every day. It is only in this way that a possible setback can be avoided.

(2) The healthy aspect of our balance sheet—with a debt item which can be constantly modernised and budgetary diversions strictly controlled every day, is only in this way that a possible setback can be avoided.

Consequently, we will maintain our untiring vigilance over daily management and will not miss any opportunity for our development for great expectations, and secondly by taking strategic actions in sectors of the field of communications which we will have carefully studied.

The irrefutable development of communications, the way the development takes place—through an ever closer synergy between technology and the creation of "programmes"—is becoming more and more obvious on a world-wide international basis. Communications find their expression through the progress of human evolution. Given the unique progress of the world of communications, HACHETTE intends to win a major position, thanks to its experience and know-how, to its means and HACHETTE's dynamic and determined spirit.

HACHETTE today is a leader in the field of authentic creation. It is the book and mass industry. HACHETTE will continue its long tradition of innovation, marked in the course of history by such initiatives as the first school books, railway station book-shops, the "evening" initiative, the first local periodicals, the first "pocket books" . . . We will endeavour to confirm our position of leadership in the field of communications, which are open to French authors such as North America, the Hispanic market, the Middle East. The written word is a considerable market and its development is a major challenge. HACHETTE is the most natural link with the audiovisual field. It represents the central source of creativity, its big banking house for imagination.

It is true, however, that a more international expression of modern communications, allowing for unlimited circulation, HACHETTE will foster the field of audiovisual industries in a most decisive manner by keeping us and intensifying its earlier efforts which have been marked by the "3 screens strategy" (the large screen, the small screen, television and computers). Obviously we will immediately aim for an international dimension.

We at the HACHETTE Group believe that a direct contact with the public is useful—through magazines and other modern mass means, having as a common trait "culture and technology." We will develop these initiatives with confidence that the future. How could it be otherwise? HACHETTE is a leader in a rapidly developing field. Having recovered its strength and health, the Group will deploy its dynamism in artistic and cultural creations as well as in the field of information. It will improve distribution and sales techniques that will enable it to extend its image to a domestic and international scale.

This announcement appears as a matter of record only



**CREDIT CHIMIQUE**

**U.S. \$50,000,000**  
**Revolving Underwriting Facility**  
for the issuance of  
**Certificates of Deposit**

Arranged by  
Merrill Lynch Capital Markets

Managing Underwriters:

Abu Dhabi Investment Company	Bank of China
Bank of New Zealand	Commerzbank Aktiengesellschaft
Creditanstalt-Bankverein	Den Danske Bank af 1871 Aktieselskab
The Gulf Bank K.S.C., Kuwait	Gulf International Bank B.S.C.
National Australia Bank National Commercial Banking Corporation of Australia Limited	Svenska Handelsbanken Group

Placing Agent for the Certificates of Deposit  
Merrill Lynch Capital Markets

June 1984



**U.S.\$50,000,000 Hapoalim International N.V.**

**Guaranteed Floating Rate Notes 1985**  
For the six months 12 July 1984 to 14 January 1985 the Notes will carry an interest rate of 13 1/4% per annum. Coupon Value U.S.\$674.99. Listed on the Stock Exchange, London

**U.S.\$50,000,000 Morgan Grenfell Investments N.V.**  
(Incorporated in The Netherlands with limited liability)  
**Floating Rate Notes Due 1994**

Payment of principal and interest unconditionally guaranteed by  
**Morgan Grenfell Holdings Limited**  
(Incorporated in England with limited liability)

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period from 11th July, 1984 to 11th January, 1985 the Rate of Interest will be 13 1/4% per annum. The interest payable on the relevant Interest Payment Date, 11th January, 1985, will be US\$333.82 for each US\$5,000 principal amount of the Note.

Agent Bank:  
**Morgan Guaranty Trust Company of New York**  
London

**INTL. COMPANIES & FINANCE**

**Dai-Ichi Kangyo leaps towards top of world bank rankings**

BY ROBERT COTTRELL IN TOKYO

**DAI-ICHI KANGYO BANK**, Japan's leading commercial bank, is rapidly rising to challenge Citicorp and Bank America at the head of the world league of banks. According to The Bankers, DKB moved up five places to rank third in asset terms in 1983. In a survey by the American Banker, DKB has already made it to the top slot.

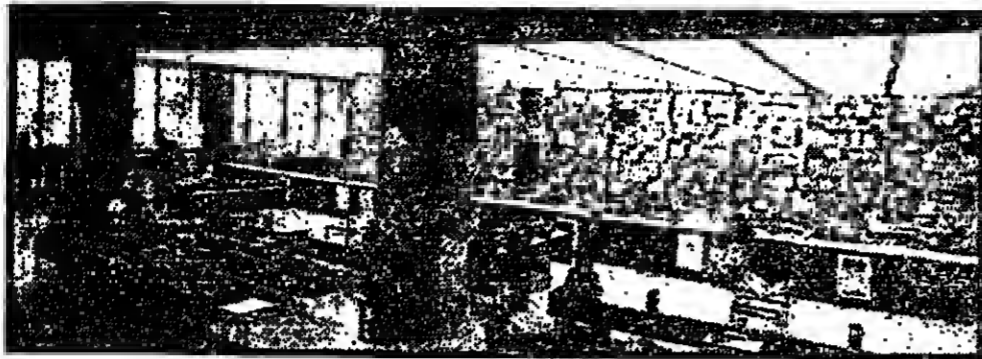
It had assets at the end of September equivalent to \$110bn. Citicorp, of New York, leads The Banker 1983 league, with \$126bn at December 31, with BankAmerica, based in California, in second place with \$115bn.

Dai-Ichi Kangyo emerged in 1971 from the joining together of Dai-Ichi Bank and Nippon Kangyo Bank.

Both were large institutions in their own right. The merged entity was, and has remained, Japan's largest bank measured by assets, deposits and branches. It is one of the 13 "city banks," the mainstream Japanese commercial banks with mainly urban retail deposit bases.

Being number one or three in the world seems to leave some DKB executives little moved, perhaps because of probable transience. "A currency fluctuation," says one senior manager dismissively, "this year up, next year down."

Being number one in hierarchy-conscious Japan, by contrast, matters a lot to DKB.



Dai-Ichi Kangyo Bank, Tokyo

Big muscle in the Japanese capital markets helps consolidate relations with large corporate customers, while having the most branches—345—means DKB can at the same time sell itself to retail customers as their "grassroots" local bank.

Its branches are decorated with pink hearts, for DKB promotes itself as a "caring" institution. DKB loan packages have names like "heart's property-ownership plan," and even "heart's two-generation relay loan," a characteristically Japanese form of credit counter-signed by a parent and an adult offspring, who agree to make repayments over two lifetimes.

Internationally, DKB ranked ninth among Euroloan syndication managers in 1983. International earnings account for 13 per cent of profits at present, says Mr Yasukiko Ikeuchi, director and general manager of the bank's international planning division. He would like to raise that proportion to nearer 20 per cent in the next three to five years.

However, unlike several other Japanese commercial banks, DKB has not chosen to make a major acquisition in the U.S. or Europe—despite the many proposals from financial intermediaries hoping to line up an American takeover target. The mixed fortunes of foreign institutions which did buy U.S. banks in the last five years have allowed Mr Ikeuchi to take some satisfaction in his cautious tack.

At present, DKB has nine branches, 14 representative offices, and seven subsidiaries overseas. Just over 33 per cent

of its assets are in foreign currencies.

Mr Hiroshi Hida, chief of Dai-Ichi's international planning department, believes the bank's best prospects for international growth lie closer to home, in Asia. He sees good prospects for regional trade finance and international loan business centred on Hong Kong, where DKB may soon seek to upgrade to branch status.

Mr Hida takes a sanguine view of Hong Kong's uncertain political future. If DKB has a branch in Hong Kong, and China effectively integrates the territory when Britain's lease runs out in 1997, he says, DKB would be happy to have acquired by that route a branch in China. At present, DKB has representative offices in Peking and Shanghai, but foreign institutions are not yet allowed to do full banking business in China.

DKB, in common with Japan's other major banks, posted strong earnings growth for its 1983-84 financial year, mainly because of improved interest rate spreads and a stable domestic bond market. However, despite the higher earnings, DKB continues to generate a relatively low rate of pre-tax profit on its total assets—0.469 per cent, compared with 0.635 per cent for Sumitomo Bank, the most profitable of the big city banks.

DKB's low profitability is partly a legacy of the 1971 merger, which was originally conceived to generate economies of scale. In practice, the reverse occurred. No staff were laid off and where the merger of hierarchies left two

executives doing one job, the salary of the lower-paid executive was raised to the level of his higher-paid opposite number. One DKB executive estimates that even now, after 13 years as a merged institution, DKB is ten per cent over-staffed relative to other banks.

Overstaffing means that DKB's general and administrative expenses, mainly wages and welfare, are proportionately higher—equivalent to 0.948 per cent of total assets in 1983-84, compared with 0.844 per cent for Fuji Bank, and 0.768 per cent for Sumitomo Bank. DKB is streamlining, but slowly. In 1982-83, general and administrative expenses had been equal to 1.03 per cent of total assets; in 1981-82, 1.08 per cent.

But if DKB has so far failed to impress with economies of scale, it may soon be able to capitalise on its size in ways not envisaged in 1971. The internationalisation and liberalisation of Japan's financial system is now gathering speed and will tend to improve the competitive position of larger banks which already have international exposure and associated expertise in foreign currency and international asset/liability management.

Also on the domestic front, Japanese banks are in the early years of an electronic banking revolution bringing full-service banking into corporations and households through data terminals. This capital-intensive process will again tend to favour larger banks, which have both the resources to invest, and enough big corporate customers to justify doing so.

This advertisement complies with the requirements of the Council of The Stock Exchange of the United Kingdom and the Republic of Ireland.

**Oesterreichische Kontrollbank Aktiengesellschaft**  
(Incorporated in the Republic of Austria with limited liability)

£30,000,000

12½ per cent. Guaranteed Notes 1991

Irrevocably and unconditionally guaranteed as to payment of principal and interest by

**The Republic of Austria**

Issue Price 100 per cent.

The following have agreed to subscribe or procure subscribers for the Notes:—

S. G. Warburg & Co. Ltd.  
Banque Paribas

Banque Bruxelles Lambert S.A.  
County Bank Limited  
Girozentrale und Bank der österreichischen Sparkassen Aktiengesellschaft  
Samuel Montagu & Co. Limited  
Morgan Guaranty Ltd  
Österreichische Länderbank Aktiengesellschaft

Barclays Merchant Bank Limited  
Creditanstalt-Bankverein  
Merrill Lynch International & Co.  
Morgan Grenfell & Co. Limited  
Orion Royal Bank Limited  
Swiss Bank Corporation International Limited

The Notes, in denominations of £1,000 each, have been admitted to the Official List of The Stock Exchange of the United Kingdom and the Republic of Ireland, subject only to the issue of the Notes. Interest is payable annually in arrears on 15th June, the first such payment being due on 15th June, 1985, representing the period from 16th July, 1984 to 15th June, 1985.

Cazenove & Co.,  
12 Tokenhouse Yard,  
London EC2R 7AN

11th July, 1984.

**DAI-ICHI KANGYO'S PROFITABILITY\***

1980	0.292
1981	0.262
1982	0.333
1983	0.320
1984	0.469

**PERFORMANCE OF JAPAN'S TOP FIVE BANKS**

Bank	Profitability*	Overseas†
Dai-Ichi Kangyo	0.469	0.948
Fuji	0.578	0.944
Mitsubishi	0.517	0.815
Sanwa	0.449	0.836
Sumitomo	0.635	0.768

\* Pre-tax profits in year to March as a percentage of total assets.  
† General administrative expenses as a percentage of total assets.



**LASMO Eurofinance B.V.**  
(Incorporated in The Netherlands with limited liability)  
Floating Rate Guaranteed Notes due 1989  
unconditionally guaranteed by

**London & Scottish Marine Oil PLC**

(Incorporated in England under the Companies Acts 1948 to 1967)  
Notice is hereby given that the Rate of Interest has been fixed at 13½% p.a. and that the interest payable on the relevant Interest Payment Date, January 11, 1985, against Coupon No. 5 will be 340.21 in respect of US\$5,000 nominal amount of the Notes.  
July 11, 1984, London  
By: Citibank, N.A. (CSSI Dept), Agent Bank **CITIBANK**

**Banque Nationale de Paris**



**U.S. \$75,000,000**  
Floating Rate Notes 1987/1990/1994

In accordance with the provisions of the Notes, notice is hereby given that for the six months 11th July, 1984 to 11th January, 1985 the Notes will bear an interest rate of 12½ per cent per annum and the coupon amount per U.S. \$100,000 will be U.S. \$6,740.28.

Agent Bank  
**Samuel Montagu & Co. Limited**

This announcement appears as a matter of record only

New Issue



**Crédit Lyonnais**

US \$300,000,000

Floating Rate Notes due June 1996

Middle East Tranche of US \$100,000,000

**Saudi International Bank**  
AL-BANK AL-SAUDI AL-ALAMI LIMITED

**Crédit Lyonnais**

**Abu Dhabi Investment Company**

**AlAhli Bank of Kuwait K.S.C.**

**Al-Mal Group**

**Arab Banking Corporation (ABC)**

**The Arab Investment Company S.A.A.**

**Gulf International Bank B.S.C.**

**Gulf Riyad Bank E.C.**

**The Industrial Bank of Kuwait, K.S.C.**

**Kuwait International Investment Co. s.a.k.**

**Libyan Arab Foreign Bank**

**National Bank of Abu Dhabi**

**The National Bank of Kuwait S.A.K.**

**The National Commercial Bank (Saudi Arabia)**

**Riyad Bank, London Branch**  
Licensed Deposit Taker

**Saudi American Bank**

**Union de Banques Arabes et Françaises - U.B.A.F.**

14th June 1984

This announcement appears as a matter of record only



**Crédit Lyonnais**

US\$ 300,000,000

Floating Rate Notes due 1996

Tranche of US\$ 200,000,000

**Crédit Lyonnais** **Credit Suisse First Boston Limited**  
**Commerzbank Aktiengesellschaft** **Merrill Lynch Capital Markets**  
**Salomon Brothers International Limited**

**Algemene Bank Nederland N.V.** **Banco Hispano Americano, S.A.** **Banco di Roma**  
**BankAmerica Capital Markets Group** **Bank of China, London Branch** **Bank of Tokyo International Limited**  
**Bankers Trust International Limited** **Caisse des Dépôts et Consignations** **Chase Manhattan Capital Markets Group**  
**County Bank Limited** **Daiwa Europe Limited** **Enskilda Securities**  
**Girozentrale und Bank der österreichischen Sparkassen Aktiengesellschaft** **Goldman Sachs International Corp.**  
**Hambros Bank Limited** **IBJ International Limited** **Lloyds Bank International Limited**  
**LTCB International Limited** **Mitsubishi Finance International Limited** **Morgan Guaranty Ltd**  
**Morgan Stanley International** **Nomura International Limited** **Orion Royal Bank Limited**  
**Sanwa Bank (Underwriters) Limited** **Société Générale de Banque S.A.** **S.G. Warburg & Co. Ltd.**

June 14, 1984

# INTL. COMPANIES & FINANCE

## Terry Povey reports on the problems of the most Westernised company in Japan New-look Sony plans to fight static sales

"SOON THE world will see a new-look Sony, our character is changing." This is the message that Mr Akio Morita, the company's 63-year-old silver-haired chairman and chief executive, is taking to meetings of analysts and investors across the globe.

For all Mr Morita's confidence, however, there are doubts. Has the company really turned the corner as far as profits are concerned? Does it have the new products it needs for the future? Can it avoid further heavy borrowings in order to launch them on a large scale?

Net profits have been much more dependent on the yen-dollar exchange rate and the burden of debt payments than on the absolute level of sales. Sony is still highly dependent on products launched in the mid-to-late 1970's. Mr Kimio Okura, one of the company's managing directors, accepts that this is a problem. "At present VCRs and colour televisions are our main products but gradually we have to change this mix. We are now taking off from the bottom and

Mr Morita sees the perils of over-diversification. "We are not trying to go into everything — we are concentrating on our information storage technology. We are also concentrating on our component supply activities," he says.

And, at least in the medium term, the company's future is still closely related to developments in the VCR, television and compact disc markets. In Europe it may seem that the growing dominance of the rival VHS system (developed by JVC

stances. There is no way that we can desert 15m users — if we did no one would ever trust us again," says Mr Okura.

Nor is Sony banking on a rapid move to the much vaunted new standard 8mm tapes. "All VCR manufacturers invested massively in the early 1980s to boost their production facilities and no one wants to introduce a new product too early — we all need to reap the rewards of our investments in existing technology," says Mr Okura.

terms of future potential. For Sony is actively pursuing OEM business in this area and also supplies its system to Apple Computer and Hewlett-Packard of the U.S. and ACT in the UK.

Monthly production of 100,000 floppy disk drives and 1m discs is due to grow to 300,000 drive units and 5m discs by the autumn.

So where does all this leave the company's finances. Sony is haunted by the "black year" (fourth quarter of 1982 to third quarter of 1983) when earnings dropped to their lowest levels since 1979. The biggest single factor in this was the considerable increase in repayment burden arising from the company's massive spending in 1981 and 1982 (\$830m was invested in two years) and for financing its large inventory.

### The Republic of Trinidad and Tobago

**Yen 7,500,000,000**

Term Loan

Lead Managed by  
**THE SUMITOMO BANK, LIMITED**  
**THE TOKAI BANK, LIMITED**

Managed by

**NATIONAL WESTMINSTER BANK GROUP**  
**NIPPON LIFE INSURANCE COMPANY**

Co-Managed by

**THE BANK OF TOKYO, LTD.**  
**ASAHI MUTUAL LIFE INSURANCE COMPANY**  
**BANK OF AMERICA NATIONAL TRUST AND SAVINGS ASSOCIATION, TOKYO BRANCH**  
**THE CHYODA MUTUAL LIFE INSURANCE COMPANY**  
**SUMITOMO LIFE INSURANCE COMPANY**

Provided by

**THE SUMITOMO BANK, LIMITED**  
**NATIONAL WESTMINSTER BANK GROUP**  
**THE BANK OF TOKYO, LTD.**  
**BANK OF AMERICA NATIONAL TRUST AND SAVINGS ASSOCIATION, TOKYO BRANCH**  
**THE CHYODA MUTUAL LIFE INSURANCE COMPANY**  
**DAIICHI MUTUAL LIFE INSURANCE COMPANY**  
**THE HOKKAI TRUST BANK, LTD.**  
**THE SUMITOMO MARINE AND FIRE INSURANCE COMPANY, LIMITED**

**THE TOKAI BANK, LIMITED**  
**NIPPON LIFE INSURANCE COMPANY**  
**ASAHI MUTUAL LIFE INSURANCE COMPANY**  
**THE BANK OF YOKOHAMA, LTD.**  
**SUMITOMO LIFE INSURANCE COMPANY**  
**COMMERCIAL DE FRANCE TOKYO BRANCH**  
**NIPPON DAIICHI LIFE INSURANCE CO., LTD.**  
**TOKYO MUTUAL LIFE INSURANCE COMPANY**

Agent

**The Sumitomo Bank, Limited**

### Bristol Corporation

has been acquired by

**W-H CORPORATION**

The undersigned served as financial advisor to W-H Corporation in this acquisition, assisted in the structuring and securing of acquisition financing, and through an affiliate, Montagu Investment Management Limited, participated as an equity investor in W-H Corporation.

**SAMUEL MONTAGU INC**  
NEW YORK

Underlying all this is concern that any company as dependent as Sony on the consumer end of the market is especially vulnerable to a downturn in consumer spending. Sony has only a minor presence in industrial electronics, computers and telecommunications, which are seen as the high growth profit areas for the sector.

To many Japanese, Sony is so Westernised that it is a foreign concern. It is not a member of any of the gigantic industrial and financial empires that straddle the boom economy; almost half of its shares are held abroad and over 70 per cent of its sales are overseas.

Yet in the West, Sony has been for two decades probably the single most potent symbol of Japanese success. And more than any other company it can fairly claim to have started the consumer electronic revolution.

As Japan's first truly international corporation, Sony has had to suffer envy and even enmity from many at home and abroad. When a gang of professional shareholders turned the company's annual meeting in January into a 13½ hour ordeal, there were, therefore, many ready and willing to gloat at its discomfort.

Sony's apparently unshakable confidence has made the company a ready target for attack whenever its performance fails to match forecasts. When in the fourth quarter of 1982 profits plunged and stayed down for one year — there were many quick to prophesy the company's demise.

At present Sony is coasting along with its existing products. Profits are back up and sales have stabilised around the ¥300bn (¥1.24bn) per quarter level.

The company's sales performance over the last 10 quarters underlines its problem. Sales have varied over the period by about 7 per cent around an average of ¥238bn.

	Video (Ybn)	TV (Ybn)	Audio (Ybn)	Other (Ybn)	Total sales (Ybn)	Overseas sales %	Net profits (Ybn)	Net interest payments (Ybn)
1982 Q1	111	66	67	29	273	72.7	20.91	3.54
Q2	120	60	63	29	272	73.3	11.44	5.45
Q3	128	75	61	32	297	75.0	11.00	5.89
Q4	116	62	62	32	272	77.2	2.48	7.41
1983 Q1	113	65	64	31	273	70.9	1.38	4.55
Q2	110	60	58	35	263	69.4	4.26	3.02
Q3	114	67	59	35	275	70.8	4.20	2.54
Q4	120	75	65	40	300	72.9	12.48	2.59
1984 Q1	133	75	62	39	309	70.7	17.27	2.19
Q2	125	66	63	45	299	71.7	17.75	1.01

Sony's financial year runs to end-October.

there is plenty of room for us to expand," he says.

Dr Makoto Kikuchi, director of Sony's research and development centre and a member of the main board, takes this need for change a step further, arguing that: "The consumer field is becoming saturated. So we must expand into fields related to ones in which we are already strong. Technology is now maturing and the old Sony dominance has gone. We have to be prepared to enter where others are already operating and competing."

Sony is moving only cautiously in this direction. In January, for example, it decided to sell chips on the market for the first time ever. However, this decision turns out to be far more modest than it initially appeared. The company plans to sell only those products it would have been making anyway — hoping to double last year's modest ¥6bn from chip sales this year.

In personal computers, the two models launched in Japan late last year have so far failed to make much of a mark for themselves and sales are "not going strongly as competition is stiff," says Mr Okura. And in office automation, where the challenge from IBM is felt to be daunting, Sony's main hope is as a supplier of components to some other company's system rather than in going it alone.

Of the new products the most promising for growth has to be the compact disc. Sony's CDP-101 was selected as "product of the year" by Fortune magazine in 1983 and few doubt the sound reproduction superiority of the compact disc over its cassette and vinyl predecessors.

But the marketing problem remains. Although by early 1984 the players had fallen some 40 per cent in price since they were first launched in 1982, they are still considered too pricey for a mass market.

Another big drawback has to be that at present it is not possible to record one's own discs — although Sony has developed equipment with this facility for professional use. Sales of the compact discs are, however, steadily rising. In the first quarter of this year shipments totalled 85,000 against 100,000 for the whole of 1983. But Sony will soon have to bear the brunt of the price war analysts are forecasting.

Although there are other products that could be mentioned, only the Walkman (sales of 3m forecast for 1984) and the micro-floppy disk system are likely to have any major impact on company revenues.

And of these two the floppy disc is the most important in terms of future potential. For Sony is actively pursuing OEM business in this area and also supplies its system to Apple Computer and Hewlett-Packard of the U.S. and ACT in the UK.

There has already been a sharp fall in the interest burden — net payments were ¥3.2bn in the six months to April 30 compared with ¥3.5bn in the previous year.

Therefore it is far too early to write Sony off. The company's record speaks for itself and it remains a world leader in information storage technology — from video and cassette tapes to floppy and laser discs. What it cannot now afford to do is to attempt to chase after its competitors into all the new high-tech fields.

Sony is to make the right choices on its future directions and not to be distracted by considerations of pride at losing some ground to competitors.

### NOL to buy two ships from Hyundai of Korea

SINGAPORE—Neptune Orient Lines (NOL) has announced an agreement to buy two container ships from Hyundai Heavy Industries of South Korea for US\$64.40m. NOL, Singapore's flag-carrier, retains the option to order two more sister ships.

Hyundai has agreed to subscribe for 11.3m new NOL shares, priced at S\$2.34 (US\$1.09) each. (The valuation of NOL shares was based on an average of its share price between May 15 and June 15. On Monday, NOL closed at S\$2.28.) NOL will use the proceeds of the sale to pay partially for the new ships. The rest of NOL's purchase will be financed by a long-term credit from the Export-Import Bank of Korea.

The move will boost NOL's paid up capital by 8.69 per cent to 141.2m shares, and is not expected to affect earnings for 1984. The issue will reduce NOL's net tangible assets per share from S\$2.55 to S\$2.53, NOL said.

The inter-company agreement is conditional upon approval from the Stock Exchange of Singapore.

### Asahi Glass raises forecasts

ASAHI GLASS has raised its parent company sales forecast for 1984 to ¥590bn (\$2.45bn) from ¥580bn. In 1983 sales reached ¥541.13bn, Reuters reports from Tokyo.

The company said 1984 pre-tax profits were forecast at more than the original estimate of ¥50bn, compared with ¥46.53bn last year, but gave no figures. The ¥8 dividend will be maintained.

The higher forecasts are based on expectations of good sales of sheet glass for cars and glass hulls for colour televisions and computer displays.

Asahi Glass plans to raise parent company pre-tax profits to ¥100bn on sales of ¥1,000bn by 1988, helped by optical fibres, integrated circuit-related products, other electronic materials and engineering ceramics.

Capital spending in 1984 is being increased to ¥45bn, including 20 per cent on new products, from the ¥40bn planned earlier and the ¥25bn in 1983. Capital spending is expected to be kept at the 1984 level until 1988.

The company will spend ¥15bn on research and development in 1984 against ¥14bn in 1983, and expects this to total ¥110bn from 1982 to end-1988.

NTN Toyo Bearing, Japan's second largest manufacturer of ball bearings, has reported group net profits of ¥11.4bn (\$47.3m) for the year to March 31, up by two-thirds from ¥6.94bn of last year, AP-DJ reports from Tokyo.

Sales were 5 per cent higher at ¥226bn and pre-tax profits were 17.9 per cent ahead at ¥13.03bn. Earnings per share rose from ¥24.27 to ¥35.35.

NTN Toyo earlier reported parent company net profits of ¥7.08bn and sales of ¥203bn. It is forecasting group net profits for the current year of ¥12bn on expected sales of ¥235bn. Pre-tax profits should reach ¥20bn and earnings per share ¥37.36.

The Export-Import Bank of Japan has made available a standby loan of ¥2bn (\$8.3m) to the government-backed Bank Bumiputera Malaysia, under its light industrial plant procurement facility, AD-DJ reports from Kuala Lumpur.

The Malaysian bank said the loan would be extended to small- and medium-sized industries to import machinery at fixed interest rates. This is the first time Malaysia has obtained such a loan from the Japanese bank.

U.S. \$20,000,000

**UNION BANK OF NORWAY LTD.**  
(Fellesbanken a.s.)

FLOATING RATE CAPITAL NOTES DUE 1989

In accordance with the provisions of the Notes, notice is hereby given that for the six months interest period from 11 July, 1984 to 11 January, 1985 the Notes will carry an interest rate of 13 1/4% per annum. The interest payable on the relevant interest payment date, 11 January, 1985 against coupon No. 8 will be U.S. \$337.01.

By The Chase Manhattan Bank, N.A., London Agent Bank

**Granville & Co. Limited**  
Member of NASDIB  
27/28 Lovat Lane London EC3R 8EB Telephone 01-621 1212

Over-the-Counter Market

1983-84	Company	Price	Gross Yield	P/E	Fully	
High	Low		div. (%)	%	Actual	
					taxed	
122	130	Ass. Brit. Ind. Ord.	145	10.0	8.5	10.4
158	117	Ass. Brit. Ind. CULS.	145	10.0	8.5	10.4
78	58	Airprung Group	56	5.4	11.4	5.7
38	21	Armstrong & Rhodes	35	1.4	4.0	
330	141	Bardon Hill	318d	4	3.8	2.7
58	47	Bay Technologies	180	12.0	6.3	5.5
201	190	CCV Ordinary	180	16.7	11.2	
152	121	CEL Type Conv. Pref.	140	16.7	11.2	
540	103	Carborundum Abrasives	520	5.0	7.1	
249	100	Cindico Group	103	5.0	8.0	35.3
89	45	Deborah Services	86	8.0	8.0	57.4
228	75	Frank Horsell	228	9.5	15.7	
205	79	Frank Horsell Pr. Ord.	201ad	4	3.7	4.3
59	25	Frederick Parker	59	4.3	17.2	
63	25	George Blair	63	7.3	15.5	13.0
80	48	Ind. Precision Castings	47	13.7	8.5	8.1
215	210	Isis Ord.	2175	5	17.1	5.1
265	134	Isis Conv. Pref.	325	5	17.1	5.1
124	61	Jackson Group	108	4.9	4.5	5.0
254	108	James Burncock	248	13.7	8.5	8.1
145	100	Linguaphone Ord.	145	15.0	15.0	
100	100	Linguaphone 10 Spc P1.	100	3.8	0.5	30.2
453	275	Munhouse Holding NV	450	20.0	26.3	8.8
176	78	Robert Jenkins	78	5.7	11.8	25.8
120	61	Scruttons "A"	78	11.5	11.2	8.0
443	389	Trevan Holdings	433	1	1.5	10.2
38	17	Unilever Holdings	20	1	1.5	10.2
92	65	Walter Alexander	82	1	8.8	8.3
278	236	W. S. Yestee	245	17.1	7.0	5.9

**APPOINTMENT**  
CN RAIL

**Peter S. Murray**

The appointment of Peter S. Murray, as system sales manager, conventional traffic and Far East is announced by J. D. Poirier, general sales manager, overseas markets, Montreal. This appointment was effective 1 June 1984.

In his new position, Mr Murray is responsible for the development, co-ordination and management of conventional sales, the management of the Far East organisation, and liaison between overseas markets and the W.G.T.A. grain's group with respect to At-and-East grain movements. Mr Murray was formerly national sales manager, containers in Montreal.

**Hong Kong CD for Australian Bank**

AUSTRALIAN BANK has arranged a US\$100m certificate of deposit facility in Hong Kong, according to Paribas Asia, which will act as issuing and paying agent.

Mr Paul Chang, an assistant manager at Paribas Asia, said the facility allows Australian Bank to issue negotiable U.S. dollar certificates of deposit on a revolving basis for a period of five years. AP-DJ reports from Hong Kong.

The terms of the certificates issued under the facility will range from one month to six months, with the yield to be fixed by Australian Bank prior to the issue.

Mr Chang said the facility is the first to be arranged by an Australian bank without the use of a deposit facility in Hong Kong. It is also the first U.S. dollar-denominated certificate of deposit facility to be arranged entirely in Hong Kong, he said.

Paribas Asia is a wholly owned subsidiary of Compagnie Financiere de Paribas.

U.S. \$125,000,000

**THE MORTGAGE BANK AND FINANCIAL ADMINISTRATION AGENCY OF THE KINGDOM OF DENMARK**  
(Køberiget Danmarks Hypotekbank og Finansforvaltning)

Guaranteed Floating Rate Notes due 1999 Series 95

Redeemable at the Noteholders' Option in 1996 unconditionally guaranteed by THE KINGDOM OF DENMARK

Notice is hereby given that the rate of interest for the first six-month sub-period has been fixed at 12 1/4% p.a. and that the interest payable for the first one-month sub-period in respect of US\$10,000 nominal of the notes will be US\$114.53.

This amount will accrue towards the interest payment due October 13, 1984

July 11, 1984, London  
By: Citibank N.A. (USSR Dept.), Agent Bank **CITIBANK**

**البنك التجاري الكويتي SAK**  
The Commercial Bank of Kuwait SAK

U.S. \$40,000,000

Negotiable Floating Rate Non-London Dollar Certificates of Deposit Due July 1985

We hereby certify that the rate of interest payable on the Certificates for the Interest Period beginning on the 11th July, 1984, is 13 1/2% per cent per annum and the Interest Payment Date relating thereto is the 11th January, 1985.

European Banking Company Limited (Agent Bank)  
11th July, 1984

**Supreme loss makers**

**SUPREME Corporation**, the diversified Malaysian group, has announced the sale of its plantations, palm oil mill and chemical factory for nearly 57m ringgit (US\$24m) and an increase in its stake in OBE Insurance from 37 per cent to 51 per cent, writes Wong Salong...from Kuala Lumpur.

The plantations and chemical operations lost 7m ringgit last year.

Supreme is controlled by Mr Tan Koon Swan, who is also managing director of Multi-Purpose Holdings.

INSTITUTO DE CREDITO OFICIAL (ICOF) (Spanish State)  
PUBLIC ENTITY OF THE SPANISH STATE  
ISSUES 100,000,000  
FLOATING RATE NOTES DUE 1992  
(Redeemable at the option of the holders in 1989)

In accordance with the provision of the Notes, notice is hereby given that for the period from 11 July to 11 January 1985 the Notes will carry an interest rate of 13 1/4% per annum. The interest payable on the relevant interest payment date 11 January 1985 against Coupon No. 5 will be US\$674.03.

11 July 1984  
By: The Chase Manhattan Bank, N.A. (USSR Dept.), Agent Bank

**Charterhouse Japhet International Finance B.V.**  
U.S. \$10,000,000  
Guaranteed Floating Rate Notes 1985

**NOTICE OF REDEMPTION**

Notice is hereby given that, pursuant to paragraph 3(c) of the terms and conditions of the Notes, Charterhouse Japhet International Finance B.V. has elected to redeem on 14th August, 1984, all of the outstanding Notes of their principal amount. On 14th August, 1984, the date fixed for redemption, there will be issued and payable on the Notes the principal amount thereof together with interest accrued thereon to the date fixed for redemption. Payment of the redemption price on the Notes will be made on or after 14th August, 1984, at the principal office of European American Bank & Trust Company, 10 Hanover Square, New York, N.Y. 10015, or at the offices of European Banking Company Limited, 10 Devonshire Square, London EC2M 4HS, Kredietbank S.A. Luxembourg, 48 Boulevard Royal, Luxembourg, Kredietbank N.V., Amsterdam, 1000 Nieuwe Markt, Banque Worms, 45 Boulevard Haussmann, 75009 Paris, Societe Generale, 29 Boulevard Haussmann, 75009 Paris, Rothschild Bank AG, Zollikoferstrasse 181, 8034 Zurich and Swiss Volksbank, 52 Bahnhofstrasse, 8021 Zurich upon presentation and surrender for redemption of the Notes together with all Coupons appertaining thereto maturing on or after the date fixed for redemption.

The Coupons maturing on 14th August, 1984, should be presented for payment in the usual manner. On and after 14th August, 1984, interest on the Notes will cease to accrue and unredeemed Coupons shall become void.

**EUROPEAN AMERICAN BANK & TRUST COMPANY**  
(Principal Paying Agent)

11th July, 1984

UK COMPANY NEWS

LMI 'acquisitions justified' as profit rises to record £5m

PROFIT RECORDS were broken at London and Midlands industries in the year to end March 1984 and shareholders are set to receive a better than forecast dividend.

Mr C. M. Beddow, the chairman of this engineering, industrial services and consumer products concern, says that virtually all companies performed well with many of them achieving record results.

For the group as a whole profits at the taxable level advanced from £2.93m to just over £5m on turnover ahead by £30.89m to £71.17m.

The dividend is being raised from its static level of 7.75p over the past four years to 8p by a final payment of 4.5p. At the interim stage when profits were ahead at £2.21m, against £1.21m, the company said it would match last year's payout.

The results include a first full year contribution from the seven companies purchased from Johnson and Firth Brown in January 1983.

These businesses performed ahead of expectations, "more than justifying the acquisition," Mr Beddow states.

Also, the year included first time results from Banbury Homes and Gardens, which the company acquired in April 1983. Following the reorganisation of this company into three separate subsidiaries, Mr Beddow says that they are all trading profitably and for the year under review contributed £500,000 to group profits.

Commenting on current year prospects Mr Beddow says "the new financial year has opened strongly and we view the prospect of further growth in the future with considerable confidence as we now have a very firmy based and well diversified group."

Taxable profits for 1983-84 were struck after higher interest payable of £1.14m (£883,000) but included higher income from investments of £220,000 (£4,000). Net profits emerged at £2.6m (£1.69m) after a £2.42m (£1.24m) tax charge. After minorities and extraordinary debits of £661,000 (£847,000) the attributable balance came in £2.12m (£1.14m).

**Comment**

London and Midlands Industries surprised the market with how much it could put out of its mixed bag of companies and the shares promptly jumped 9p to 188p. The biggest success of this mini-conglomerate of 22 companies was the sale of the business bought only last April from London Brick which sits neatly in the group alongside the healthy Compton operation. Both these home improvements businesses have had a flying start to the current year with a flood of orders in advance of the June VAT deadline. The seven companies bought from Johnson and Firth Brown in late 1982 have also on balance been an excellent buy—with the gains from the top-performing U.S. furniture packaging company exceeding the disappointing South African and Australian companies which have been linked into a joint venture with an outside partner. Elsewhere, there has been growth across the board, except in two smaller subsidiaries, one making soil testing equipment for the depressed Middle East market, and the other a compass-making company which has been sold off with a book loss of about £450,000, included in the extraordinary item. The yield at more than 8 per cent is high, though the other a compass-making company should beat £6m this year, putting the shares on a prospective p/e of about 8, fully diluted, on a 40 per cent tax charge.

Wintrust moves ahead to £2.4m

A SATISFACTORY increase in profits, before tax, from £2.15m to £2.38m has been shown by Wintrust, banker, for the year to the end of March 1984. The directors say that the successful trend in profitability has continued during the first three months of the current year, and expect that full year profits will again be at record levels.

The net final dividend has been lifted from 2.5p to 2.87p which raises the total from 3.91p to 4.3p. Earnings per 20p share is given as higher at 14.85p (14.01p).

Against the background of both fierce competition throughout the banking industry, and the difficult circumstances affecting the banking industry across the world, the directors say it is very encouraging that to have been able to increase profits so satisfactorily.

The group has had no exposure to bad debts arising from interest loans and, as a consequence, has no need to make any provisions against such debts.

The balance sheet continues to remain strong, with gross assets having risen some 25 per cent in 1983 to £55m more than £100m. Liquid assets have reached a level exceeding 50 per cent of total assets and 60 per cent of deposits.

After extraordinary costs of £466,588 (deferred tax), against £43,796, ordinary dividends will absorb £325,227 (£250,671). Preference dividends take the same again at £1,046 leaving profits up from £361,617 to £446,173.

**CML Microsystems**

A pre-tax profit of £912,204 for the year to March 31, 1984, compares with the forecast of £891,000 made by CML. More than £1.5m of the profit is attributable to the Unlisted Securities Market in February.

The directors say the results indicate sustained second half performance in profitability. The pre-tax figure expanded by 125 per cent from £404,148 and turnover was up by 61 per cent from £2.61m to £4.22m.

Tax on profit from £1.51m to £3.35m and there were minority debits this time of £13,573, leaving attributable profits up from £253,132 to £559,781. Earnings per 10p share more than doubled from 5.1p to 6.5p.

The present year has started well, say the directors, with current sales and order books of both UK and U.S. operating companies ahead of the corresponding period last year. The investment programme to increase design and production facilities is running to plan.

As indicated in the prospectus, the directors do not intend to recommend a dividend for the year to March 31, 1984.

**Fuller tops £3m**

The progress achieved during the first six months at Fuller, Smith & Turner, brewer, has been maintained for the whole of the year to March 30 1984.

Taxable profit passed the £3m mark for the first time to finish at £3,052m, up from £2.5m, of turnover which increased by 14.2 per cent to reach £32.26m.

The directors are proposing a final dividend of 3.25p per £1 A ordinary share (total £4.44p) of 8.25p for the year against 4.44p adjusted for last August's capitalisation. The B ordinary shares receive their due proportion. Earnings per share are given as 21.76p (20.93p).

The tax charge was up from £1.07m to £1.43m, and after an extraordinary debt of £465,000 (credit £1.35m) the attributable figure was £1.09m (£2.86m).

**Fleming O'sea Tst.**

Revenue attributable to ordinary shares rose from £2.83m to £3.2m in the year to June 30 1984 at Fleming Overseas Investment Trust.

The improved results emerged from gross income which also increased, up from £5.47m to £6.84m, from which management expenses of £2.59m (£2.97m), interest £10,659 (£15,294), and tax £2.5m (£2.29m).

The second interim dividend is unchanged at 4p per ordinary share, to maintain the 7p total. Earnings per share are shown at 7.25p (6.58p).

**Yearlings at 11 3/4%**

YEARLINGS AT 11 3/4 PER CENT

The interest rate for this week's issue of local authority bonds is 11 3/4 per cent, up 1/4 of a percentage point from last week and compares with 10 1/4 per cent a year ago. The bonds are issued at par and are redeemable on July 17, 1988.

A full list of issues will be published in tomorrow's edition.

**Diamond Stylus**

IMPROVED pre-tax profits of £81,507, against £73,482, have been reported by Diamond Stylus for the year ended March 31 1984. The company which manufactures and distributes diamond-tipped gramophone stylus, raised turnover by £136,229 to £2.15m. Profit after tax turned out at £69,207 (£75,450), and after adding back taxation reserves, the result was £88,276 (£227,016). The directors propose raising the dividend to 0.8p against 0.455p last time.

**Saxon Oil**

Saxon Oil's recent one-for-four rights issue has been taken up by holders accounting for 4.43m (£9.35 per cent) of the shares offered. The balance has been sold in the market at premium of 70p gross per share.

£6.6m turnaround at Time Products

REFLECTING the results for the year ended January 31 1984—showing a turnaround of £6.6m—and the confidence in the future, Time Products is returning to dividends with a 1p net payment.

In the UK profits almost trebled and in Hong Kong the Remex Group showed a dramatic turnaround. Aided by a substantial cut in finance costs this gave a pre-tax profit of almost £27m for the year, compared with a loss of £3.88m. Remex reduced its borrowings from £18m to £12m, and the bankers have shown confidence by converting relatively short term borrowings to three year loans.

In return the banks have been granted an option over 10 per cent of Remex for £229,000 exercisable 1991.

The company is a watch and clock distributor, manufacturer and retail jeweller.

Turnover in the UK rose from £28.5m to £50.54m, and profit came in at £2m (£501,000) before finance costs of £32,000 (costs £225,000). Remex produced turnover of £20.15m (£23.78m) and a profit of £2.5m (loss £37,000), subject to finance costs of £2.65m (£4.1m). As a result of fundamental changes in management structure and trading policies

**BOARD MEETINGS**

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final and the subdivisions shown below are based mainly on last year's timetable.

**TODAY**

Interims—General Consolidated Investment Trust, Going Kerr, Southern Business Leasing, Tate, TSL, Theimer Syndicate.

**FUTURE DATES**

Interims:—Bibby (L) July 15  
Bootham Engineers July 21  
Eurolim International July 19  
Midland Bank July 26

**Finals:**  
Bovon (O. F.) July 17  
Buck Arrow July 22  
Burtonwood Sawmery July 12  
County Properties July 19  
Group Lotus Car July 13  
Hampden Industries July 18  
Java (L) July 21  
Newson Oak July 25  
Oeconics July 12  
Victoria Carpet July 13

reminder of how vulnerable the Remex subsidiary remains, which largely countered any market reaction to an otherwise impressive turnaround in last year's performance. Earnings remain a constant problem, the £12m of debt is all Hong Kong variable rate and bankers' confidence is turning that into three year money at little cost to Time was somewhat lost yesterday as the market started working out what the new interest rates mean. Some property sales would be on end but the best that can be hoped for is that the 40,000 sq ft of empty space might be let eventually. With the currency base swinging around, astronomical exchange rates and confidence in very short measure Remex will be doing well if it makes £1m this year. In stark contrast the British business shows what can be achieved with tighter management controls and better marketing. The UK might get within some distance of £2m in 1984-85 (with the usual caveat over Christmas) so there could be some overall group progress. The shares at 33p may need a little more than that to start performing again although an earnings multiple of 6 restricts the downside risk.

As a result of capital allowance changes, tax took £250,462 (£243,531). The charge this year was £1,610 higher than would have been the case under the legislation prevailing last year. There was an extraordinary debit of £304,181 (£15,486), representing provision for deferred tax.

Earnings per 10p share were 9.58p (17.67p).

The directors are confident of prospects, despite the April 1984 increase in NIS charges and government-sponsored legislation that is expected in later conditions by enabling non-qualified dispensers to supply spectacles to practitioners. The company has increased investment in practice improvements and contract lens manufacturing capacity. The board also reported signing two contracts with American-based companies, for the manufacture of gas-permeable contact lenses and for a soft contact lens technology transfer agreement.

The board "remains confident" that the company will be able to maximise opportunities offered by the new legislation.

R. Kelvin Watson 'adjusting to problems'

TRADING profit for R. Kelvin Watson, opticians, rose from £540,201 to £578,439 for the year to March 31, in line with expectations. The previous year's £505,201 pre-tax profit is not directly comparable with this time's £578,439 as it included £265,000 arrears of National Health Service fees received in respect of prior years.

Turnover improved from £5.1m to £9.02m, and the final dividend is 2.85p, making a total for the year of 4.25p, against 4p last time.

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The board "remains confident" that the company will be able to maximise opportunities offered by the new legislation.

Stroud Riley yarn fire hits profit growth

IN ANNOUNCING the first full year taxable profit for four years, the directors of Stroud Riley Drommond explain that the disappointing result, a decline from £1m to £916,000, was below their expectations for "exceptional reasons."

A major pre-tax profit shortfall was recorded during the second half of the year to March 31, 1984 by the group's worst fabric division, the largest part of its operation, because one of its major yarn suppliers suffered a very serious fire.

The profit fall, however, has not led to a cut in the dividend, which, with an unchanged 1.5p final, holds the year's total at 2.25p.

Turnover of this manufacturer of worsted suitings and knitted fabrics, virtually static over the year at £15.2m against £15.1m, showed a slight decline in the

second half from £7.44m.

After tax had taken £172,000 (£221,000), an extraordinary debit of £98,000 (£118,000) related to the cost of ceasing activities in certain product lines for which profitable export markets were no longer available, and the costs of closing Kranz-Longbottom BV the Dutch subsidiary of Longbottoms (Sower Bridge). This company was acquired last November for a nominal consideration, and had sustained sizeable losses over the previous four years.

Commenting further on the export performance, for which the group was awarded the 1984 Queen's Award, the directors state that the significant increase over the past three years was not continued into the year under review. However, they still expect long term expansion in overseas sales.

As regards the future, the

company expects that insurance for the consequential loss from the fire will provide a "satisfactory outcome." In general the textile climate has improved, and despite the "usual difficulties" the directors are confident that the group's progression over the last four years will continue.

**comment**

Fire at a major supplier was the most spectacular of Stroud's difficulties last year, but it should not divert attention from the group's own problems. When supermarket entrepreneur Stefan Simmonds took control four years ago there was an immediate recovery in the teeth of recession, but group profits have been becalmed at about £1m pre-tax for the past three years, despite the recent recovery in textile demand. The acquisition had a nasty surprise in its troubled Dutch subsidiary,

which together with the cost of rationalising export sales, absorbed almost half of pre-tax profits. Stroud is investing heavily to deal with one major problem—a lack of capacity—by installing new equipment and overhauling the old. It is also setting a range of cloths for leisurewear, the fastest expanding market in textiles. But these changes seem to have taken more time than originally anticipated, while all the time the cost of raw materials has been pushed up by the falling pound. The group has a secure base in its Marks and Spencer contract—about a quarter of sales—the question is how easily sales can be expanded home and abroad without squeezing the creditable margins, currently 7.7 per cent, or running into more "exceptional" difficulties. The shares, down 2p to 63p, trade on a historic p/e of six.

Entertainment Prod.

Most of the 2.1m shares of Entertainment Production Services offered for sale on the USM by brokers Stanham Duff Sloop at 85p per share have been left with the underwriters. Applications were received for only 254,000 shares which will be satisfied in full. Dealings are expected to begin on July 17 1984.

**ON THE WAY TO 20 MILLION**

Things are going so well for the European Options Exchange that we expect to trade our twenty millionth contract within the next two years

Yesterday morning the European Options Exchange reached the magic number of **10,000,000** Option contracts traded since its opening in 1978

**EUROPEAN OPTIONS EXCHANGE**

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase any securities.

**Schroder Money Funds Limited**

Incorporated with limited liability in Jersey, Channel Islands

The Fund is now able to issue Participating Shares in Japanese Yen in addition to the present Sterling, U.S. Dollar, Deutschmark and Swiss Franc Shares.

Participating Shares of the Fund are listed on The Stock Exchange.

Particulars of the Fund are available in the Extel Statistical Service and may be obtained from the Manager of the Fund:

**Schroder Management Services (Jersey) Limited**  
Waterloo House, Don Street, St. Helier, Jersey, Channel Islands

By order of the Board  
Schroder Management Services (Jersey) Limited  
Secretary

11th July, 1984

**Rowlinson**

Mr. P. J. Rowlinson, Chairman, reports on the year ended 31st March, 1984

- Pre-tax profit £762,574
- Another year of substantial reduction in borrowings of over £4 million
- Property developments programme widened to the London area
- Annual dividend held
- Profits should be maintained at a similar level

Accounts available from the Secretary

**ROWLINSON SECURITIES PLC**  
London House, London Road South  
Poynton, Cheshire SK12 1YP

**ALLIED LYONS**

People in all continents eat, drink and enjoy our products

**'AN EMINENT POSITION IN THE FOOD AND DRINK INDUSTRY'**

EXTRACTS FROM THE STATEMENT BY THE CHAIRMAN, SIR DERRICK HOLDEN-BROWN, TO SHAREHOLDERS AT THE ANNUAL GENERAL MEETING ON 10TH JULY 1984.

"We have budgeted for an increase in profit, for this year as a whole, contributed by each of the three divisions. From where we are today I cannot see any reason why that profit budget should be altered.

We have pursued a policy of brick-by-brick acquisition within the fields with which we are familiar. All three divisions have made acquisitions, some at home, some overseas and particularly in the United States. We shall continue with that strategy.

We have built up an eminent position in the food and drink industry through the great strength of our brands, a strength which is evident equally in all divisions.

	1984	1983	1984	1983
	Turnover		Profit before tax	
	£m	£m	£m	£m
Beer	967.0	938.0	85.1	76.3
Wines, spirits and soft drinks	861.4	833.1	69.1	61.6
Food	1,090.2	942.3	50.1	37.1

\* Before central charges.

I believe that these are achievements of which we can, and should, be proud and that they will serve us well for the future."

Copies of the Report and Accounts may be obtained from the Company Secretary, Allied-Lyons PLC, Allied House, 226 St. John Street, London EC1P 1AR.

UK COMPANY NEWS

**Marling over £2m and current year starts well**

Marling Industries has pushed full-year taxable profits just past the £2m mark for the first time ever and says that both sales and profits so far in the current year have recorded healthy increases.

The profit, compared with £575,000 previously, was achieved on turnover of £27.4m, against £26.07m and was struck after interest payable of £22,000 (£564,000). There was no contribution from associates, but this is an improvement on the £131,000 loss returned in the comparable 12 months.

Marling, an industrial textile manufacturer, is raising the dividend from 1.08p to 1.3p with a final payment of 0.78p.

At midway, profits amounted to £789,000 (£385,000) on turnover of £12.52m (£11.4m).

"The past months have proved some of the most significant in Marling's history," says Mr Peter Held, the managing director.

"We have concluded a number of transactions which have both released capital and provided a strong base for future development. At the same time, results have started to come through from management effort, to develop new products, invest in modern machinery and build strong management."

Earlier this year Marling negotiated the disposal of its woven and non-woven cloth manufacturing interests in Stroud, Gloucestershire, which will release approximately £1.2m.

On June 29 Marling entered into an agreement with "W" Ribbons to purchase its interests in Lolitt (UK), Europtiss SA (France), Lolitt Verwaltungen and Lolitt Verpackungen (Germany).

In the year to June 30 1983 these interests made £444,000 before tax. The agreement is conditional upon approval by shareholders of both Marling and "W" Ribbons.

Also in June Marling acquired a 10 per cent interest in Collingwood Fabrics Inc, a webbing manufacturer located in Ontario, Canada. Marling has options to increase this stake either to 25 per cent or 49 per cent.

This transaction places Marling much more firmly in the North American market, and has enabled it to secure a major order worth approximately \$2m for seat belt webbing in the U.S.," says Mr Held.

Tax for the year took £647,000 (£197,000) and there were extraordinary debits of £442,000 (credits £180,000). Earnings per share were 8.93p (2.48p).

**Utd. Leasing doubles to £3½m—outlook promising**

MORE THAN doubled profits of £3.45m for the year ended March 31 1984 are announced by United Leasing. And the current year already looks very promising—the directors are certain that year-end results "will again be exciting."

The group leases and sells second hand IBM machines as well as selling new computers. It is in the process of reducing its exclusive dependence upon IBM by exploring new related business areas.

In the U.S. this includes financing for high technology products, including satellite transponders. At home it includes diversifying into micro-computer and micro-software distribution, software funding and lease packaging for one-off financial structures.

The business effect of the 1984 Budget is expected to reduce the dominance of the subsidiaries of the main clearing banks, and to open the market to independent leasing companies having "the creative talent to develop new market opportunities."

For the year 1983-84 a final dividend of 2p is recommended giving shareholders 2.3p net. The company's shares were brought to the market a year ago when some 30 per cent of its capital was offered for sale by tender

at a minimum price of 140p. Turnover expanded from £26.21m to £51.47m and the operating profit from £5.13m to £10.15m. After operating expenses £4.45m (£2.24m), interest payable and similar charges £2.48m (£1.65m) and taking in investment income £212,000 (£282,000), the pre-tax profit is £3.45m (£1.83m).

Tax takes £242,000 (£325,000) and net earnings are shown to be 22.5p (11.3p) per share. There is an extraordinary debit of £121,000 this time for deferred tax provision.

Each of the major subsidiaries exceeded its target for the year. The U.S. in particular performed well and achieved its goal of contributing more than half of group profits. Reflecting this success an additional sales office will be opened later this year on the West Coast. In addition to the existing two offices in New York and Florida.

Progress in Germany has been achieved in recruiting and developing a strong sales force at the new offices near Dusseldorf, with the result that contribution to profits during the current year is already significant.

In the UK two particular business ventures were developed during the year and are also making respectable contributions

to current profitability. Mr Felham Brian Allen has been appointed to the board as group finance director.

**comment**  
Since just over half of UL's gross profits derive directly from the company's own estimate of the residual value of its leased assets, the central investment risk facing shareholders boils down to the management's ability to keep track of the sophisticated secondary market in computers. If UL is successful in this, estimating residual values on new contracts at a prudent discount to market values and downgrading those residual values where necessary, the admittedly complex accounts need not prompt undue scepticism about the rate of the company's growth. UL's record to date is encouraging and the total residual value of the portfolio at £9.7m today compares with an estimated market value of about £17m. Prospects in the U.S. look bright, with pre-tax profits there up from £0.3m to £1.9m, the cash flow is now positive and the company appears to be repositioning its portfolio shrewdly. Pre-tax profits of £5m in the current year would imply a prospective p/e multiple for the shares of about 7 1/2 at 284p.

**Britannia Security to raise £920,000**

By Alison Hogan

Britannia Security Group which comes to the USM this week capitalised at £5.3m expects domestic security systems connected to a central monitoring station, to be as common as central heating in a few years' time.

It is with such a potential market in mind that stockbrokers Roy James this week places 1.7m shares at 62.5p per share to raise £920,000 for the company.

Britannia Security supplies and installs commercial and domestic security systems. It has a fully computerised central monitoring station at Maidstone, Kent, manned 24 hours a day.

Of an estimated 5,000 operators in the fragmented security industry, only a small number have a central monitoring system. Britannia which has about 2,900 systems connected nationwide, has a potential capacity at Maidstone of 50,000 connections.

The directors, none of whom are selling shares, expect to use the funds raised to increase working capital and acquire the assets of other companies in the sector which can then be linked in to the station. The company both sells and rents its installations. It does not manufacture the equipment and double sources most supplies.

Pre-tax profits in the nine months to March were £246,000 compared with £146,000 for the year to June 1983. Turnover more than doubled to £1.8m. The directors forecast a pre-tax profit of £330,000 for the full year to June 1984 which puts the shares at 62.5p on a prospective p/e of 11.43 and a yield of 2.29 per cent.

**Howden Group rises to £10m with order book at high level**

**HIGHLIGHTS**

PRE-TAX profits of Howden Group, Glasgow-based engineer and specialist in manufacture of air, gas and fluid handling equipment, moved ahead from £5.69m to £8.36m in the second half and finished the April 30 1984 year at £10.07m, compared with £9.25m.

The group's order book continues at a high level, directors state, liquidity remains healthy, and they anticipate a satisfactory result in the current year.

After tax of £3.17m (£3.54m) earnings per 28p share were 9.7p against 9.1p and the dividend is effectively lifted from an adjusted 2.42p to 2.8p with a final distribution of 2p.

James Howden and Co, Glasgow, made a further substantial contribution to group profits, while James Howden South Africa had a successful year, the company receiving an order for a major replacement of equipment for Hendrina power station.

The directors say that work on the fans and preheaters for Lethabo and Kendal power stations will continue to maintain a base load for some years.

James Howden Amsterdam had a good year, directors say, during which a contract was obtained for air preheaters for Corselle power station in Holland. Although James Howden America had a quiet period, with the recovery in the U.S. economy, prospects for the current year are more promising.

Results of the refrigeration companies reflected the depressed conditions in the industrial refrigeration market. Although Howden figures fell short of expectations, but an improved performance is anticipated in the current year while James Howden California had a good year with an increased profit contribution.

Howden Attack and Howden Safanco, South Africa, specialising in industrial air conditioning pumps and small fans, both had satisfactory years — Howden Safanco has received a contract for the supply of fans for the cooling system at Matimba, the world's largest dry cooled power station, directors point out.

In Canada Brown Boveri Howden increased its contribution to group profits, and Geoffrey Howden had a satisfactory year.

James Howden, Australia, produced another good performance, with fabric filter activity the predominant feature. Contracts on hand for this product form a base load for the company for some years the

directors say. Geoffrey Howden, Australia, showed a satisfactory level of activity in the aircraft division, but this was nullified by lack of business in the depressed industrial market. Action is being taken to restore the industrial division to profitability and to ensure a positive contribution in the future.

**comment**  
As ever, Howden's figures set the market ablaze with indifference yesterday. It seems rather hard that a heavy engineering group which has managed the remarkable feat of increasing profits in every year of the recession should be seen as so dull. But with a good half of turnover coming from long-term power station contracts, Howden is unusually proof against the economic cycle; and conversely, it could never be termed a recovery stock. Its economic immunity has been further increased by last year's acquisitions, which bring defence work to a further 15-20 per cent of group business. The remaining 30 per cent or so—compressors and the like—should see some benefit from a cyclical upturn; but this has apparently been largely confined so far to inquiries and initial orders, rather than completed sales. Current year profits should increase at the usual decorous pace, to around £11m. On a 38 per cent tax charge, this puts the shares—up 4p at 70p—on a multiple of 6 1/2; the yield is 5.7 per cent. Unsurprisingly, this looks like just about the right valuation.

**Birmingham Mint stops slide in second half**

A NOTICEABLE improvement in trading conditions enabled the Birmingham Mint group to maintain its profit at £296,000 in the second half. This follows the difficult interim period when only £28,000 was made, and gives £334,000 for the full year ended March 31 1984, compared with £660,000.

Given the continuing improvement, the directors are holding the dividend at 10.5p net per share, the final being 7.5p.

The better trend shows every sign of improving further in the current year. All parts of the group are participating, although the coinage side still has some way to go to earn a return on capital which the directors feel they can be satisfied.

Electro-Precision Components and United Presswork (the new acquisitions) are not included in the results but they have been integrated into the group and are expected to contribute significantly to profit this year. Group turnover is currently running at approximately double the level of 1983-84.

In the past year turnover improved marginally to £10.71m from £9.85m. Both J. R. Gault & Son and Birmingham Mint Pressings performed well. That was offset by exceptionally low demand for overcast coinage in the currency division, although there was an encouraging upturn in orders towards the end of the year.

Tax takes £66,000 (£168,000) to leave the net profit at £288,000 (£491,000), or 13p (24.1p) per share. There is an extraordinary debit of £288,000 (credit £36,000) being a provision for deferred tax arising out of the Budget proposals.

The group's main activities cover the making of coins for foreign countries.

**F. H. Lloyd recovers to £1m**

DESPITE persistent weak demand in most of the group's markets, taxable profits of F. H. Lloyd Holdings, steel founder, engineering concern, moved along the recovery road with £1.06m for the year ended March 31, 1984, compared with £635,000 last time. External sales slipped from £66.64m to £66.05m.

The dividend is lifted from 1p to 1.25p per share.

Most of the profit increase was achieved by midway, when profits were £406,000, against just £33,000, and although the directors said the modest improvement was encouraging, they warned that market uncertainties and severe competition persisted.

The group achieved a record £5.9m in 1976-77 on sales of £63.7m.

Although competition in most areas remains severe, and the first months of the current year have been sluggish, Mr Lewis Robertson, chairman, says that directors continue to expect a further improvement in the outlook for 1984-85.

"The changes in the past two years have eliminated the weaker units and the move into fields of greater growth potential will continue."

A divisional analysis of external operating profits, £2m (£1.83m), shows: foundries £21.09m (23.39m) and £714,000 (£580,000); steel £28m (£18.6m) and £368,000 (£18,000); engineering and services 19,99m (£19.94m) and £914,000 (£1.03m).

Mr Robertson says the group has closed its largest steel foundry and with the later closure of two steel mills "has come to grips with the problems of overcapacity and continuing depressed markets which were impeding group progress."

He adds that there have been constructive divestments and investments in engineering and services, and the group has acquired stakes in two potentially important growth areas—a 40 per cent interest in Lee Beesley Holdings, a mechanical and electrical engineering contractor, and Rollstud, a supplier of high quality fastenings to oil

gas and petrochemical industries.

**comment**  
These results from F. H. Lloyd show how extraordinarily well the company has capitalised on public funds to help it rationalise its way out of trouble, leading to a useful profits improvement at a time when trading conditions in the traditional areas of activity are still in deep recession. By cutting out all surplus capacity, the way is now clear for management to start concentrating on bettering margins. This will not be easy given the underlying state of the foundry and steel markets, so it makes sense for Lloyd to switch its strategic emphasis to engineering and services, which at least have some growth potential. The indications so far are that all subsidiaries are now trading profitably. With no more extraordinary or exceptional debits expected and up to £3m income possible from the sale of plant, this year looks set fair for another improvement. At 32 1/2p, Lloyd is capitalised at £7.8m.

**Mebon**

A decision by Mebon to provide an additional £40,000 against bad debts has meant that pre-tax profits for the year ended March 31, 1984 have not reached the directors' expectations. They amounted to £504,000 compared with £606,000 previously. The final dividend is the 2p net promised when the company came to the USM last November.

The directors point out that the group has enjoyed a very good debt record, but in the past two months of the year certain debtors ran into unexpected financial difficulties. It is likely that some substantial recovery of the provision will be possible. Turnover of the group, which makes industrial protective coatings, was up from £4m to £4.5m.

**"AN ACCELERATING PROGRAMME OF EXPANSION AND ACQUISITION"**

**Pre-tax profits (excluding property profits) up 28% this year — more than double two years ago**

**Pre-tax profits (including property profits) up 12% this year — up 56% over two years**

**11 strategic moves since March last year**

**Final dividend to be increased by 15%**

**PRELIMINARY RESULTS 1983/84**  
The Group profit before tax (excluding property profits) increased by 28% from £12.6m. to £16.9m. Including property profits of £240,000 (82/83: £198.3m.) the total profit before tax rose 12% from £14.6m. to £16.1m.

The interpretation of results in previous years has tended to be confused by property profits. Following the disposal of Key Markets, the position is much simplified. The exclusion of these one-off contributions gives a clear indication of the progress made by the Group last year.

During the last eighteen months your Board has implemented a number of strategic moves designed to increase profits and is engaged in an accelerating programme of expansion and acquisition. This has changed the shape of the Group's business and the way it is managed. It is encouraging to record that the Group's pre-tax profit (excluding one-off property profits) has more than doubled from £6.9m. two years ago on turnover which is down a third to £47.1m. In that period the Group's pre-tax profit (including property) is up 56% from £10.3m. to £16.1m.

There are three main elements to the approach which we have pursued—

- the disposal of businesses which do not perform or are not compatible with our core of food manufacturing and distribution
- the acquisition of companies in fields complementary to our core activities
- the development of a strong management team.

**DIVIDEND**  
The Board has recommended a final dividend of 6.7p net per ordinary share, an increase of 15% and an equivalent increase in the total dividend for the year.

*Geoffrey Hanks*  
Geoffrey Hanks  
Chairman and Chief Executive.

5th July 1984

**FINANCIAL HIGHLIGHTS**

52 weeks ended 28th April 1984	1983/84 £000	1982/83 £000
Profit before tax (excluding property profits)	15,896	12,620
Property profits	240	1,963
Profit before tax	16,136	14,603
Earnings per ordinary share	16.84p	16.01p



**Fitch Lovell**

The Annual Report 1984 will be published late August. For a copy please return this coupon to the Secretary, Fitch Lovell PLC, 1 West Smithfield, London EC1A 9LA. (QUICK CAPITALS)

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FT

**A larger view of Crown House**

**Electrical & Mechanical Services**

**Crown House Engineering** provides a complete engineering service both at home and overseas for the construction and manufacturing industries covering electrical, mechanical, instrumentation, systems control and maintenance services. The company operates from 14 branches covering the United Kingdom and some 25% of turnover is performed overseas.

**W.J. Furse** manufactures lightning conductors, earthing and stage lighting equipment and is distributor for a wide range of specialist engineering equipment. Teams of electricians install lightning conductors, repair industrial chimneys, churches and high rise buildings. Goods and passenger lifts are also designed, manufactured and installed, and a nationwide maintenance and refurbishment service is provided. About 30% of turnover is sold overseas.



**Crown House**  
You may not see us but we're there



**UK COMPANY NEWS APPOINTMENTS**

**Murray Tech. lifts unlisted securities investment to 79%**

HIGHER management expenses at Murray Technology Investments more than offset an increase in dividends and interest resulting in lower net revenue before tax of £13,763, against £21,566, in the year to end-March 1984.

Dividends and interest for the year rose from £451,551 to £478,889 but management expenses climbed by £131,194 to £388,001 — other expenses amounted to £24,121 (£23,178).

As forecast at the interim stage the dividend is being reduced with the directors recommending a payment of 0.6p compared with 0.75p.

Tax took £19,007 (£24,958) to give attributable revenue of £24,756 (£136,608). Dividends will absorb £20,000 (£112,500). Net asset value per share ordinary at the year stood at 158.1p against 134.5p a year previous.

During the year an additional nineteen investments were completed in new unlisted companies at a cost of £3,86m, which was split as to £3,33m in fourteen U.S. companies, £399,453 in four in the UK, and £132,402 in one Danish company. Unlisted investments now represent 79.4 per cent of shareholders assets with 48.8 per cent in the U.S. and 29.4 per cent in the UK.

The combined value of listed and unlisted investments, government bonds and net cash at this year end amounted to

£20,88m (£20,24m). The value of listed investments at March 31 was £2.81m (£4.51m) and unlisted was £16.56m (£13.96m). Government bonds and net cash totalled £1.6m (£1.77m).

**comment**

A decline in the share prices in the U.S. technology sector of the order of 28 per cent has inevitably hit the portfolio valuation of Murray Technology in the past year. One spin-off has been a lowering of the cost of investing in unquoted technology companies, providing Murray Technology with some exciting investment opportunities which it has not been slow to exploit. The company's strategy is to increase the proportion of assets invested in unquoted companies. The track record of director Rose Peters to date on such investments bodes well for the future. Its most recent UK investment to seek a quotation is TDS Circuits. Dealings are about to begin on the USM with the initial offer having been comfortably oversubscribed. The valuation at the offer price of 380p for Murray Technology is £1.25m compared with the £731,500 company valuation included in the report and accounts. Several more companies should seek a listing in the next 12 months helping towards a further significant improvement in net asset value.

**Bett maintains recovery**

THE RECOVERY shown by Bett Brothers in the second half of last year has been maintained in the first-half of 1983-84, and directors are confident of prospects.

The building and ancillary services group suffered a £320,000 loss to the end of February last year, but reversed the trend to make a pre-tax profit of £378,000 by the end of the year to August 31. In the half-year to February 29, 1984 the pre-tax profit amounted to £16,000.

The directors expect to finish the year with £1.1m.

Turnover at midway was up at £11.5m (£9.21m) and is forecast to finish the year at £20.5m (£20.05m).

The interim dividend is raised to 1.2p (1p) while tax for the half-year was £308,000 (nil).

Until the turnaround last summer, group pre-tax profits had been declining from a peak of £2.86m in 1976-77. The forecast for 1983-84 still puts profits at a level below the 1981-82 level of £1.27m.

**New BUPA chief**

BUPA has made the following appointments: Mr D. V. Damerell will retire as chief executive on August 4 and has been appointed deputy chairman on a non-executive basis. On August 4, Mr R. M. Graham, acting chief executive, will become chief executive and Mr K. G. P. Crafter becomes deputy chief executive. Mr Crafter will retain his responsibilities for group finance. Lord Wigoder has been re-elected as non-executive chairman.



Mr R. M. Graham, chief executive of BUPA

**DILLON READ** (formerly Dillon Read Overseas Corporation) has appointed Mr Roy Damerell and Mr Dimitri de Gussburg as managing directors. Other senior appointments are Mr Richard Allen and Mr Kenneth Rivlin senior vice-presidents, Mr James Foster, vice-president, secretary and treasurer, and Mr Michael Allen, vice-president. Mr Kurt Palm and Miss Catherine Needham have been appointed assistant vice-presidents. The chief executive officer and chairman of Dillon Read is Mr Pierre Mousa. Mr Lorenzo D. Weisman is president and chief operating officer.

Professor Sir Thomas Richard Edmund Southwood has been re-appointed chairman of the ROYAL COMMISSION ON ENVIRONMENTAL POLLUTION. Professor Southwood is Linacre Professor of Zoology at Oxford University. He has been a member of the Royal Commission on Environmental Pollution since 1975 and chairman since 1981. Under his chairmanship the commission recently produced two widely acclaimed reports — "Lead in the Environment" and a general review "Tackling pollution — experience and prospects." The commission is currently engaged on a study of pollution from wastes and Professor Southwood has agreed to stay on as chairman to see the present study to a conclusion.

Mr Bryan Norman has been elected to the board of N. M. ROTHSCHILD & SONS.

C. S. INVESTMENT MANAGEMENT has appointed Mr Brian Hopkinson as a director, with special responsibility for Japan and the Far East.

ALFRED BOOTH AND CO. has appointed to its board Mr A. W. Graham and Mr R. A. Shalcross. Unit Constructors, a subsidiary, has appointed Mr R. C. Houston a divisional director of its Northern Ireland division and Mr D. J. Webb a divisional director of its Southern division.

Mr J. C. R. Bowman has been appointed chairman and Mr A. P. D. Bridges and Mrs P. A. Perkins to the board of REED STENHOUSE ENERGY.

TI GROUP has appointed Mr Michael R. Williams to the board as technical director. He will join TI on September 1. He is at present director of advanced engineering with Rolls Royce.

Mr David Hardman has been appointed managing director of GODFREY DAVIS EUROPCAR. He was deputy managing director.

Mr Ken Paige, managing director of Otis Elevator has relinquished his executive responsibilities on reaching retirement age. He will continue on the board in a non-executive capacity. Four executive directors will now take responsibility for different facets of the company's operations. They are Mr Tony Allen, Mr Alan Mahawaring, Mr Roy Markham and Mr John Miller. Mr Philip Hunter and Mr Colin Coast will continue in the positions of directors of finance and personnel, respectively.

BANK ITEC has appointed Mr A. P. M. Brazz chairman of its management board.

Mr Jerry Crowley, Mr Peter Gibbins, Mr Michael Hope Lewis, and Mr Denis Moxon have joined the partnership of LAURENCE, PRUST AND CO., stockbrokers.

Mr Vincent Slevin becomes a director of MORE O'FERRALL from August 1. He joined in September 1983 from The Irish

Distillery Company where he was marketing director. Mr Slevin is responsible for the international and airports divisions of More O'Ferrall.

Mr Peter Reade, who retires from GRANADA TELEVISION as sales director at the end of February 1985, will be succeeded by Mr Nick Phillips, currently marketing services director at Beecham Products. Mr Phillips was previously with Granada as research controller between 1967 and 1973. He will return on October 1 and will take over responsibility for the sales department on January 1 1985.

ERNST AND WEINNEY has admitted its partnership the following — at Birmingham Mr John Liddell; at Hull Mr Kit Chapman and Mr Mike Falclough; at London Mr Eric Anstee, Mr James Dixon, Mr Richard Murray, and Mr Charles Wally at management consultants Mr Mark Von Bergen, Mr Michael Gardiner, Mr Paul Mason and Mr Andrew Pawlowski.

CLYDE PETROLEUM has appointed Air Vice-Marshal John Price as administrative manager. He has recently retired from the Royal Air Force in which his last appointment was Assistant Chief of Air Staff (operations).

H. P. BULMER HOLDINGS has appointed Mr Alistair Mitchell-Jones and Mr G. Terry Fryce as non-executive directors. Mr Mitchell-Jones is an executive director of Brooke Bond Group. Mr Fryce is chief executive of Dalgety.

Mr Kevin Bell has been appointed chairman of BELL AND VANNER ASSOCIATES.

**LCCI name chairman**

THE LONDON CHAMBER OF COMMERCE AND INDUSTRY has appointed as its new chairman Mr John Leonard, chairman and chief executive of Carless Capel and Leonard. The new deputy chairman of the LCCI will be Sir James Duncanson, chairman and chief executive of Transport Development Group.

Mr Alasdair B. Thomson has been appointed deputy managing director of MARPLES INTERNATIONAL. Mr Thomson joined the Marples Group in 1976.

Mr Mike Marshall, technical director, has been appointed general manager of ARROW CONSTRUCTION EQUIPMENT. His title will be director and general manager. Mr Paul Young is appointed commercial director. He was previously chief accountant for Arrow and will retain responsibility for all accounting functions in his new role.

Mr Alan Oller, who joined the Yorkshire Switchgear Group a year ago, has been appointed managing director of ELECTRO-MECHANICAL MANUFACTURING COMPANY, a member of the group. He has also become a member of the YS board. Mr Peter L. Graves has become commercial director. Mr Tom Menzell has been appointed engineering director. Mr Alistair Gray becomes Emmco's works director.

THE BRITANNIA GROUP OF INVESTMENT COMPANIES has appointed Mr F. M. Costello finance director of Britannia International Investment Management of Jersey.

Mr Peter Sheen, a senior executive at Shell Oil's head office and a member of the motor cycle industry's executive board, will take over the position of director-general of the MOTOR CYCLE ASSOCIATION on August 1. He leaves Shell as divisional manager responsible for the training of Shell staff and all Shell retailers in the UK.

Mr A. R. (Sandy) Marshall has succeeded Sir Alistair Down as chairman of the BRITISH NORTH AMERICAN RESEARCH ASSOCIATION and as co-chairman of the BRITISH-NORTH AMERICAN COMMITTEE. Mr John Hale and Professor Harold Rose have been appointed to the Council of the Association. Mr Marshall is chairman of Commercial Union Assurance Co., and Bestobell.

Mr Mark Birtwistle has joined BEDE SECURITIES from Peat Marwick Mitchell as group financial controller. Mr Anthony Hodges has joined Bede Futures Management as a director from Rudolf Wolf and Co. Mr Hodges will head the research team of mathematical and statistical analysts.

C. T. BOWRING AND CO has appointed Mr A. C. Mitchell managing director of Bowring Members Agency.

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**Strong performance from IC Gas**

— further growth anticipated

Results in brief	Years ended 31st March	
	1984	1983
Pre-tax Profit	£50.0m	£38.5m +29.9%
Profit Attributable	£34.6m	£29.1m +18.8%
Basic earnings per stock unit	26.7p	22.86p +16.8%
Dividend per stock unit	12.5p	10.6p +17.9%

**Points from the Annual Report:**

**CALOR**  
"Calor's results are indeed gratifying. The weather factor will continue to play an important role but the underlying trend is positive"

**OIL**  
"Due to the eminently satisfactory output of Maureen and with steady crude oil prices, we can expect a significant further improvement in Century Power and Light's results."

**COMPAIR**  
"The immediate future may bring no more than a modest improvement but should be followed by a period of material recovery."

**BELGIUM**  
"Both the political and economic climates have progressed favourably. Our Belgian investments should continue to show a steady growth of income."

**F. E. Zollinger, Chairman**

IC Gas Group comprises: CALOR GROUP — sale and distribution of Calor Gas and appliances; COMPAIR GROUP — manufacture and supply of compressed air equipment; OIL OPERATIONS GROUP — gas and oil exploration and production; BELGIAN GROUP — investments in electricity and gas industries and in Petrofina S.A.

**ICGas**

Copies of the 1984 Report and Accounts can be obtained from:  
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**IMM plc**

**Considerable Progress**

	1984 £'000	1983 £'000
Sales	71,170	40,584
Profit before Tax	5,018	2,929
Ordinary Dividend	8p	7.75p

**Main Activities:**

- Home Improvement
- Consumer Products, Specialised
- Engineering Products & Services,
- Fastener Distribution & Specialised
- Manufacture

**Operations based in U.K. & U.S.A.**

**A new record in sales and profits**

**Increased dividend**

**Strong financial position with good resources**

**Current year's trading started strongly**

C.M. Seddow, Chairman

Head Office:  
235 Old Marylebone Road,  
London NW1 5QT.

London & Midland Industrial p.Lc.

# United Leasing more than doubles profits.

## Summary of financial highlights, 1983-4

	Year ended 31st March		Increase %
	1984	1983	
Turnover	£51.5m	£26.2m	+96%
Profit before taxation	£ 3.5m	£ 1.5m	+126%
Profit before extraordinary item	£ 2.9m	£ 1.2m	+151%
Net Assets	£11.7m	£ 5.1m	+129%
Earnings per ordinary share	22.9p	11.3p	+103%
Dividends per ordinary share	2.8p	-	-

The year ended 31st March 1984 was an excellent period for United Leasing plc. The current financial year is already showing many healthy signs. The Group is in the process of reducing its exclusive dependence upon IBM. This is being achieved by exploring new but related business areas. In the United States this includes financing for high technology products, including satellite transponders. In the United Kingdom it includes diversifying into micro-computer and micro-software distribution, software funding and lease packaging for one-off financial structures.

The business effect of the 1984 Budget is expected to reduce the dominance of the subsidiaries of the main clearing banks and to open the market to independent leasing companies having the creative talent to develop new market opportunities. We welcome this challenge.

The current year already looks very promising for the Group. We are certain that our year-end results will again be exciting.

Farry Mitchell  
Chairman  
10th July 1984



**United Leasing plc**

24 Welbeck Street, London W1M 7FF. Tel: 01-935 7104

The above financial information is extracted from the full accounts of the Group as at 31st March 1984 on which the auditors have expressed an unqualified opinion. The Annual report and accounts will be posted to shareholders on 28th August 1984.

## First Castle Electronics p.l.c. REACHING GREATER HORIZONS

The following results were announced to shareholders at the AGM on 9th July 1984.

- Turnover more than doubled at £14.5 m.
- Earnings per share at a new record of 9.21p.
- Dividend cover of 4.78 times.

First Castle is a fast growing high-technology electronic group serving the defence, avionics, telecommunications and other markets.

"The Board... has every confidence that the future for the group remains excellent."

FIRST CASTLE ELECTRONICS p.l.c.  
Waterford Mill, Balmoral Road, Off Watery Lane, Darwen, Lancs. BB3 2EW Tel: 0254 771621 Telex: 635440

This advertisement is issued in compliance with the requirements of the Council of the Stock Exchange. Application has been made to the Council of the Stock Exchange for the grant of permission to deal in the whole of the issued ordinary share capital of Britannia Security Group PLC on the Unlisted Securities Market. It is emphasized that no application has been made for such securities to be admitted to listing. A proportion of the shares being placed is available to the public through the market.

### BRITANNIA SECURITY GROUP PLC

(Incorporated in England under the Companies Act 1948 to 1976-1980/47)

**PLACING**  
by  
**ROY JAMES & CO.**

of 1,260,000 ordinary shares of 10p each at 62.5p per share

Authorised	In issue fully paid following the placing
£ 1,383,334	£50,711.70
1,383,334	£50,711.70

The main business of Britannia Security Group PLC and its subsidiaries is the rental or sale of a variety of security and monitoring systems to commercial and private customers. Particulars regarding the Company are available in the External Statistical Services and copies of such particulars may be obtained during normal business hours on weekdays (Saturdays and Public Holidays excepted) up to and including 28th July 1984 from:

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Results	1984	1983
Turnover	£200	£111.0
Operating profit	21.4	17.8
Interest	(2.5)	(2.2)
Profit before tax	18.9	15.7
Dividends per share	9.15p	7.6p

The full Report and Accounts may be obtained by writing to The Secretary:

Scapa Group plc,  
Oakfield House, 52 Preston New Rd.  
Blackburn BB2 6AH

## BIDS AND DEALS MINING NEWS

### Shuck's policy statement fails to stop share slide

BY RAY MAUGHAN

Epley Trust, the property and construction group built up by Mr Ronald Shuck since February 1981, yesterday attempted to stem a sudden and sharp fall in its share price with a statement covering its disposal and dividend policies.

The statement was produced at the highest of the Stock Exchange following a 25 per cent fall in Epley's share price from Monday's closing level of 44p to 33p by the time the announcement at mid-afternoon yesterday. This was subsequently followed by a 5p drop to 28p.

The share had previously hit a peak of 97p this year, giving the Birmingham-based group a market value of £28.22m. That compares with last night's closing capitalisation of £8.15m which, in turn, contrasts with the approximate £15m book value of the investment properties Epley now says that it is attempting to sell.

Epley said that the "recent fall is of concern to the company" and promised that its accounts for 1983 which had been expected by the City on or about June 24, are being printed and will be sent to shareholders shortly—probably within 90 days.

Mr Shuck emphasised that the group is at an advanced stage of negotiations for the disposal of a substantial part of its UK property interests. As a result of the existing debentures already held by the development subsidiaries' principal bankers, Epley "is continuing negotia-

tions concerning the structure of finance required during this period of divestment.

Mr Shuck added that the divestment should be accomplished before the end of the year, and he explained that either group or subsidiary security would be affected depending on whether the development properties were sold piecemeal or as a package in the form of a single subsidiary.

But one of the prominent causes of the share price slide from this year's peak was the decision to forego payment of the previously indicated net final dividend of 1.375p per share.

Epley reported on an extended 15 month accounting basis, expiring on December 31 last year, and had already paid two interim dividends totalling 4.55p net per share. It said at the end of last November, and again in January, that it intended to pay a final dividend in respect of the last three months.

Those written indications, taken by some brokers as a firm forecast, attracted a vendor in connection with Scottish properties acquired from Foxbridge. The placing was handled by Charles Stanley & Co. brokers in the group, and was supported by several income funds on the basis that the total dividend yield would have been about 9 per cent at the placing price of 87p.

But Mr Shuck, defending the decision not to pay the final dividend, said that "the second interim dividend of 3.2p per

share was higher than it should have been."

He added that the changes in Advance Corporation Tax covering earnings in North America and Europe would, after the Budget, cost the group about £250,000 a year which would have equalled the final dividend cost.

The imminent accounts, he promised would include a detailed statement on future dividend policy "to reassure shareholders."

As Epley continues to reshape its structure consistent with an industrial holding company," Mr Shuck said yesterday, the share price fall in the London market has meant that the group no longer plans to offer any shares in American Property Group, now at an advanced stage of pre-notation, to UK investors. "The issue will be confined to American subscribers."

Proposals to place 20 per cent of the wholly-owned CODIC offshoot are going ahead using the Unlisted Securities Market. The Belgian authorities are now setting up, although there are fall-back plans to place a fifth of CODIC's equity privately "to reveal value."

Mr Shuck also said that he was responding to City criticism of his involvement in two quoted companies and it is understood that Associated Telecommunications, formerly Associated Tooling Industries, will be sold to a single buyer within the next few weeks.

### Ok Teddy reopens

BY GEORGE MILLING-STANLEY

WORK HAS resumed and is now in full swing at the OK Tedi gold mine in Papua New Guinea, following the satisfactory conclusion of an inspection by government officials.

The officials were called in last week to investigate an accident which occurred in the processing of gold-bearing ore, into the nearby OK River. A previous escape of the material occurred three weeks ago when a ship carrying canisters of sodium cyanide capsized.

Metalgesellschaft of West Germany, which owns 75 per cent of the OK Tedi consortium, said last week that gold production should start in August if the mine were reopened as planned this week.

Australia's Broken Hill Proprietary and Amoco Minerals, part of the Standard Oil of Indiana group, each own 30 per cent of the venture. A further 20 per cent is in the hands of the Papua New Guinea Government, with 7.5 per cent each held by Metallgesellschaft and Degussa, another West German company.

The remaining 5 per cent is held by the state-owned West German Development Company.

The mine has suffered delays from a variety of causes, including a drought, landslide, and problems with the grinding circuit, but now seems on course to become a major gold producer in the next few months.

### Cons Modder returns to the dividend list

A RETURN to the dividend list with a payment of 10 cents (7.7p) is made by the South African gold-producing Consolidated Modderfontein Mines which was dropped in 1980 under the present management Golden Dumps. Consolidated Modder last paid a dividend in 1971.

The mine has further increased net profits in the June quarter to R5.5m (£3.8m) from R4.8m in the previous three months. This brings the total earnings for the year to June 30 to R14.7m.

During the latest quarter gold output rose in line with further improvements in gold grade (6.31 grammes per tonne) and ore milled. Unit costs fell to the equivalent of R6.874 per

kilogramme of gold, or \$184 per ounce, while the price received averaged R15,837 per kg, or \$389 per oz.

The group's South Roddepoort did less well in the June quarter, partly because of a lower ore grade (4.31g) and the absence on this occasion of dividends received in the previous three months. Sundry income was lower and the net profit comes out at R1.35m following R1.76m in the March quarter.

Total earnings for the year to June 30 amount to R3.53m which after allowing for capital expenditure leaves an available profit of R1m. South Roddepoort is declaring two preference dividends to clear the preference dividend arrears.

### Sunlight Service pays over £4.6m for Lyndale

Sunlight Service Group has agreed to purchase Lyndale Textile Rental for £4.6m. This will be payable on completion plus a deferred payment of £200,000 in May 1986, dependent on Lyndale achieving operating profits of £80,000 for the year ended December 31 1985.

Lyndale and its subsidiaries had net tangible assets, as at March 31 1984, of £2.63m and turnover and pre-tax profits of £5.36m and £79,000 respectively, for the year ended on that date.

Mr Franks, chairman of Sunlight said that both the location of Lyndale's seven plants and the mix of its textile rental turnover will place Sunlight in the position of being able to offer workwear and towel rental services on a national basis.

"Lyndale will, from the outset, make a valuable contribution to Sunlight profitability... and the board believes that this contribution can be significantly improved in the future."

The initial consideration is to be partly financed by the issue of 1.93m 10p shares of Sunlight. Four Govett has placed 1.44m shares with institutional and other investors, while the balance is to be retained by the principal shareholder Mr R. Frankenburg, members of his family and other shareholders who have agreed to certain restrictions placed on their disposal for up to two years.

In addition to the ordinary share issue, the initial consideration is to be financed by the issue of £600,000 guaranteed redeemable loan notes 1985-89.

### Hawley shake-up leads to 'unintended' Cope bid

BY ALEXANDER NICOLL

THE reorganisation of the Hawley Group's investment interests yesterday led to a bid for Cope Allman. However, the bid by Midepsa, the Hawley Canadian subsidiary, is not intended to succeed and is not recommended by Cope Allman directors.

Mr Michael Ashcroft's Hawley and Mr David Wilkins' British Car Auctions groups plan to renounce a variety of equity holdings, mainly in UK Unlisted Securities Market stocks, into Midepsa. Midepsa has already bid for outstanding shares of Coleman Mine, the Hawley group.

But one snag to the plan still remains. The Quebec Securities Commission has not yet approved the conditions for listing of new Midepsa shares to be issued to Hawley and BCA in return for their shares.

Mr Tony Edwards, a Hawley executive, said he would fly to Canada today to discuss with the Commission, principally concern-

ing the length of time for which Hawley and BCA should be recommended to hold the newly-issued Midepsa shares.

The hold-up does not apply to Cope Allman. Midepsa has purchased 13.4 per cent of the packaging, leisure and engineering group from BCA and Attwoods for cash, not shares.

Hawley already owns 30 per cent of Cope and is thus required to offer other shareholders 80p per share, the price paid by Midepsa.

Cope shares closed yesterday at 99p, down 1p. Cope hoisted its shares to accept an offer by predicting that profits before tax and extraordinary items in the six months to the end of June will be substantially ahead of the £3.16m in the same period of last year.

Midepsa and Hawley plan eventually to reduce their combined holding in Cope to 40 per cent. Mr Ashcroft is chairman of Cope as well as of Hawley.

### Rumours raise Phoenix price

RUMOURS that a major block of Phoenix Assurance shares had been bought by an overseas financial institution sent the share price up to 472p, and it eventually ended the day 7p at 479p.

The boost, on a day when the market was weak, renewed speculation that Allianz Versicherung was again in the market. West Germany's largest insurance group has repeated its intention of establishing a major presence in the UK insurance market, despite failing to acquire Eagle Star last year in a bitterly-contested takeover battle.

### Syphon's bid fails

A noisy and bitter takeover battle ended quietly yesterday when British Syphon Industries bid for James Halstead, the floor covering, protective clothing and travel group, lapsed with acceptances received representing only 24.45 per cent of Halstead.

Mr Bryan Morrall, chairman of the drinks dispenser group, was previously chief executive of Halstead. He admitted disappointment yesterday that the shares-plus-cash offer had failed, but said BSI was still interested in acquisitions.

### Warner Holidays

Lower losses were incurred by Warner Holidays, a wholly-owned subsidiary of Grand Metropolitan, over the six months to March 31 1984.

Losses before tax were £14.5m, against £1.96m for the comparable period, from gross revenue which rose from £757,000 to £1.18m. The trading loss was £13.1m against £1.53m, out of which interest payments on debentures and bank loans took £145,000 (£437,000). Tax credits totalled £689,000 (£1.02m).

### Batleys catches up

Batleys of Yorkshire, the cash and carry wholesaler, has made good the profit shortfall experienced at half-time and produced an increase from £1.9m to £1.69m for the year ended April 28, 1984. Turnover was up over £32m at £169.6m.

After tax £465,000 (£356,000) the net profit comes to £1.2m (£1.13m) for earnings of 14.6p (13.32p) basic and 9.98p (9.45p) fully diluted. The final dividend is 2p for a net total of 2.5p (2.4p).

#### DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corre- sponding div.	Total for year	Total last year
Bett Bros. ....	1.2	Sept 7	1	2.65	10.5
Birmingham Mint ....	7.5	Oct 2	0.46	0.5	0.46
Diamond Styles ....	0.5	Aug 20	4	7	7
Fleming Overseas serv int 4	2.75	Sept 17	2.75	—	9
General Funds Inv. ....	2	—	1.69*	2.8	2.42*
Howden Group ....	2	Aug 28	1.25	1.25	1
F. H. Lloyd ....	4.5	—	1.25	3	7.75
Lambert & Hirst ....	0.75	Oct 2	0.61	1.3	1.08
Maring Industries ....	0.4	—	0.75	0.6	0.75
Murray Technology ....	1.5	Sept 10	1.5	2.25	2.25
Stroud Riley ....	1	—	nil	1	nil
Time Products ....	2	Sept 28	—	2.8	—
United Leasing ....	2.95	—	2.7	4.25	4
R. Kelvin Watson ....	2.95	Oct 1	2.6	4.3	3.91
Wintrust ....	3.87	—	—	—	—

Dividends shown pence per share net except where otherwise stated.  
\* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ US\$1 stock. § Unquoted stock.

## BIDS AND DEALS

S. R. Gent, the highly recognised manufacturer of ladies and children's clothing for Marks and Spencer, has made its first move away from its traditional base in the garment industry.

The company announced yesterday the acquisition of Sublimat Lighting, a small company with 36 employees, for £175,000, comprising £20,000 in cash and the balance in Gent ordinary shares.

The acquisition reflects Gent's objectives to expand into non-textile areas, although it plans to continue serving Marks and Spencer, which currently receives 90 per cent of Gent's garments.

"We intend to extend the product line while still serving existing customers and that means Marks and Spencer," said Bernard Adler, finance director at Gent.

Grovebell Group has reached an agreement in principle to purchase Western Medical specialised medical equipment maker, for £800,000 to be satisfied by the issue of 4.85m shares.

Net book value of Western assets amounted to £289,000 at September 30 1983 and pre-tax profits for the year ended that date were £92,000.

\*\*\*\*\*

Marquis Hotels Limited Partnership has acquired the London Marriott at Grosvenor Square and Marriott's Prince de Galles in Paris for £17m, with plans to invest an additional £17m on improving the properties.

Marriott Investors in Industry (31), County Bank and Arhuthnot Latham comprise the partnership, with 31 and County Bank providing mortgage funds.

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The Coupon amount payable on Notes of U.S.\$5,000 will be \$337.01.

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(Incorporated in England under the Companies Act 1948 to 1987)  
Number 1180844

### SHARE CAPITAL

Authorised	Issued and to be issued fully paid
£ 345,000	£ 249,000

in ordinary shares of 5p each

In connection with a placing by Simon & Coates of 986,413 Ordinary shares of 5p each at 138p per share, application has been made to the Council of the Stock Exchange for the grant of permission for the whole of the issued share capital of DDT GROUP PLC to be dealt in on the Unlisted Securities Market. A proportion of the shares being placed are available to the public through the market. It is emphasised that no application has been made for these securities to be admitted to official listing. Particulars relating to the company are available in the External Statistical Services and copies of the Prospectus may be obtained during normal business hours on any weekday (Bank Holidays and Saturdays excepted) up to and including the 27th July 1984 from:

**SIMON & COATES**  
1 London Wall Buildings, London EC2M 5PT

SECTION III - INTERNATIONAL MARKETS FINANCIAL TIMES

Wednesday July 11 1984

NEW YORK STOCK EXCHANGE 28-30 AMERICAN STOCK EXCHANGE 29-30 U.S. OVER-THE-COUNTER 30, 38 WORLD STOCK MARKETS 30 LONDON STOCK EXCHANGE 31-33 UNIT TRUSTS 34-35 COMMODITIES 36 CURRENCIES 37 INTERNATIONAL CAPITAL MARKETS 38

WALL STREET

Underlying tone is unsettled

THE STOCK MARKET remained depressed for most of the session, with traders noting the traces of at least one selling programme by a major trader.

The Dow Jones industrial average closed a net 7.17 points down at 1126.88, on turnover of 74.8m shares - still low by recent standards.

Short-term rates edged higher at first, but some rates slackened after the Fed announced two-day system repurchase arrangements when the federal funds rate touched 11% per cent.

In the bond market, there was no follow-through to the strong gains chalked up at Monday's close, which owed a good deal to activity among market traders as the new 20-year bond was bought and stripped of its coupon.

Lacking a firm lead from the bond market, leading stocks shaded lower in sluggish trading, although an increase in block trades indicated that the major institutions were picking up lines of stock at or below market levels.

Over the broader range of the markets, both the Nasdaq and the American Stock Exchange indices tried to edge higher.

In both sectors of the market, investors continued to respond to the hope that inflation rates will remain low. The bond market has attracted some foreign interest since the move to repeal the 30 per cent withholding tax.

The stock market's blue chip issues were mostly a few cents lower. IBM shed 5/8 of Monday's late gain to trade at \$107, while General Motors at \$87 1/2 gave up 3/4, General Electric at \$51 1/2 lost 3/4, and AT&T at \$17 1/2 was 5/8 off.

The Dow average was borne down by a fall of 3/2 to \$88 1/2 in Merck, the drug group. Merck stock was sold heavily after Mr Joseph Riccardo, analyst at Bear Stearns, pointed out that Ciba-Geigy has been granted approval from the Federal Drug Administration for its Methylolpa, a blood pressure drug which will compete with Merck's Aldomet when its patent expires shortly.

There was some selling of oil stocks as some product prices softened on the eve of the Opec meeting. Exxon at \$40 1/2 shed 5/8 and was prominent on the active list.

The quarterly reporting season opened slowly. The bright spot was CBS which jumped 1 1/4 to a new high of \$82 1/2 on higher profits, while American Broadcasting added 3/4 to \$86 1/2 on hopes that its profits will also reflect improved advertising sales.

International Paper traded quietly around the overnight price of \$48 after disclosing a sharp rise in second quarter earnings. The strongest feature on this sector, however, was St Regis which

gained 5/8 to \$41 1/2 as the market pondered the board's insistence that Mr Rupert Murdoch was preparing a bid - and despite his rejection of such suggestions.

General Motors eased 3/4 to \$87 1/2, but other motor issues turned firmer ahead of the annual round of wage negotiations. Ford put on 3/4 to \$38 and Chrysler 5/8 to \$26 1/2.

Money market rates eased at midday despite the continued firmness in the federal funds rate. Treasury securities weakened, however, the discount on three-month bills rising 3 basis points to 10.06 per cent. The coupon issues fell by nearly half a point towards the longer end, with the key 13.25 per cent bond of 2014 dipping to 99 1/2, a net loss of 1/8.

LONDON

Money data make for more agony

THE AFTERNOON announcement of money supply figures at the worst end of market expectations gave a further jolt to sentiment in London yesterday. Government stocks plummeted after trading on a relatively steady note earlier, while a reasonably orderly decline in equities gathered pace considerably.

The money supply figures, which came on a market already sensitive about the current plight of sterling, gave rise to speculation that a further sharp rise in UK base lending rates was inevitable. Fears about the repercussions from the dock strike and disappointment over the failure of the National Union of Mineworkers and the National Coal Board to reach agreement added to the general depression.

Equity markets remained friendless throughout the session. The FT Industrial Ordinary index extended a loss of 8.2 at 2pm to 18.6 at the close of 793.0.

Yesterday's fall took the index back to below the 800 mark for the first time since February 7 and compares with the all-time peak level of 922.8 attained on May 3.

Stores, buildings, brewers and engineers were among the worst hit sectors. Bass fell 14p to 369p, BTR 15p to 428p and GKN 8p to 158p.

Chief price changes, Page 30; Details, Page 31; Share information service, Pages 32-33.

TOKYO

Sidelines remain the safest

DESPITE Wall Street's overnight boost, investors still held to the sidelines in Tokyo yesterday in the absence of any fresh domestic incentives, but share prices staged a moderate rally, writes Shigeo Nishiwaki of Jiji Press.

The Nikkei-Dow market average gained 13.39 to 10,386.81, and volume increased slightly from 189.90m shares to 249.86m. Declines outnumbered advances by a narrow 343 to 325, with 194 issues unchanged.

Some incentive-backed issues were selected in featureless trading, while blue chips were mixed.

Among incentive-backed speculatives, Asahi Chemical regained momentum, rising Y18 to Y630. The issue was the most active stock, with 13.54m shares changing hands. Kuraray and Onoda Cement rallied slightly, scoring respective rises of Y9 to Y759 and Y8 to Y343. Their trading volume remained low, in the order of 3m shares.

Fujisawa Pharmaceutical jumped Y50 to this year's high of Y1,020, eclipsing the previous peak of Y989 set on June 12. Mochida Pharmaceutical surged Y140 to Y8,640, and Kureha Chemical leaped Y65 to Y1,030, bolstered by its plan to expand the pharmaceutical side.

Nippon Denko was the second most active stock, with 9.03m shares traded. The issue advanced Y12 to an all-time high of Y545, erasing the previous record high of Y542 registered on Friday last week.

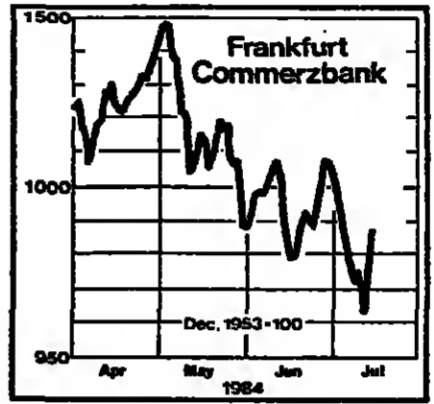
Daihatsu Motor, reporting good business results, drew popularity, adding Y18 to Y388. Morinaga, the third most active, gained Y15 to Y394, supported by its research into a biotechnology-related drug.

Blue chips were still out of favour. Foreign investors placed sell orders for 18m shares yesterday through four leading securities companies against buy orders for 8.5m shares, and thus remained net sellers - a telling influence on the dull performance of blue chips.

Fuji Photo Film managed a Y40 rise to Y1,570 and Matsushita Electric Industrial Y10 to Y1,660. Conversely, NEC declined Y20 to Y1,160. Sony Y20 to Y3,540 and TDK Y40 to Y4,800.

Bond prices held steady in reaction to a sharp rise in U.S. long-term government bond prices. Trading remained inactive, however, as investors, notably among the institutions, were still uncertain about the future course of the yen and the bond market.

The price of the benchmark 7.5 per cent long-term government bond, maturing in January 1993, rose over par for the first time for about a week. The yield fell from 7.525 per cent to 7.490 per cent.



EUROPE Frankfurt shifts out of reverse

THE EARLY modest improvement in the D-Mark rate against the dollar enabled a halt to be called yesterday to the slide in West German share values, which had drifted to a nine-month low on Monday.

But elsewhere, investors found little inspiration and most European centres turned in mixed performances on the day.

The Frankfurt improvement was reflected in a 4.2 advance to 968.6 in the mid session calculation of the Commerzbank index. However, turnover remained low, and some issues ended off

their highs as a resurgence of the U.S. currency again dampened demand.

One of the day's sharpest gains was recorded by the precious metals concern, Degussa, which added DM 16 to DM 385 following its DM 26.50 fall on Monday.

In electricals, Siemens gained DM 2.50 to DM 384.50 as it announced plans for a DM 1bn project to bring microelectronic components with megabit memories to the market by the end of the decade.

The motor sector had a better day but generally finished off its best. Volkswagen added DM 2.10 to DM 181.10, after DM 182; BMW rose DM 3 to DM 370, after DM 372.50; and Daimler was DM 4.50 higher at DM 538.50 after DM 541.

Bonds scored modest gains of up to 20 basis points, while the Bundesbank sold DM 53.2m of paper to help meet demand after the previous day's DM 16.5m of sales.

Very quiet trading conditions prevailed in Amsterdam, although Unilever remained in demand, adding 30 cents on the day to Fl 257.50 after a high of Fl 258.

Holdout on Fl 1.30 to Fl 1.83.50 and market reports that a small Dutch brokerage firm had raised its earnings estimate for the first half.

Photocopier maker Océ Van der Grinten lost Fl 2.50 to Fl 232.50 as it announced higher first-half profits.

Bonds were flat to moderately higher in lockstep trading. Few issues made notable gains in Brussels although wire maker Bekaert added Bfr 50 to Bfr 4,000 - its second consecutive rise after being unchanged for seven sessions.

Chemical stocks were mixed, with Solvay continuing its decline - down Bfr 40 to Bfr 3,570 - while UCB added Bfr 50 to Bfr 4,460.

Shores continued to lack direction in Zurich, while bonds finished steady with an easier bias.

Paris tended slightly higher in quiet conditions. Oils were again mixed in response to the Government's decision to raise tax on petroleum products. Elf Aquitaine fell Ffr 1.50 to Ffr 225.50, while Esso rose Ffr 4 to Ffr 735.

Milan was marginally easier as the market faced technical adjustments ahead of end month settlements, while Madrid continued its recent upward trend, with the food sector showing the strongest performance of the day.

Stockholm was generally featureless although Pharmacia, which announced a one-for-two stock dividend, dipped Skr 2 to Skr 288.

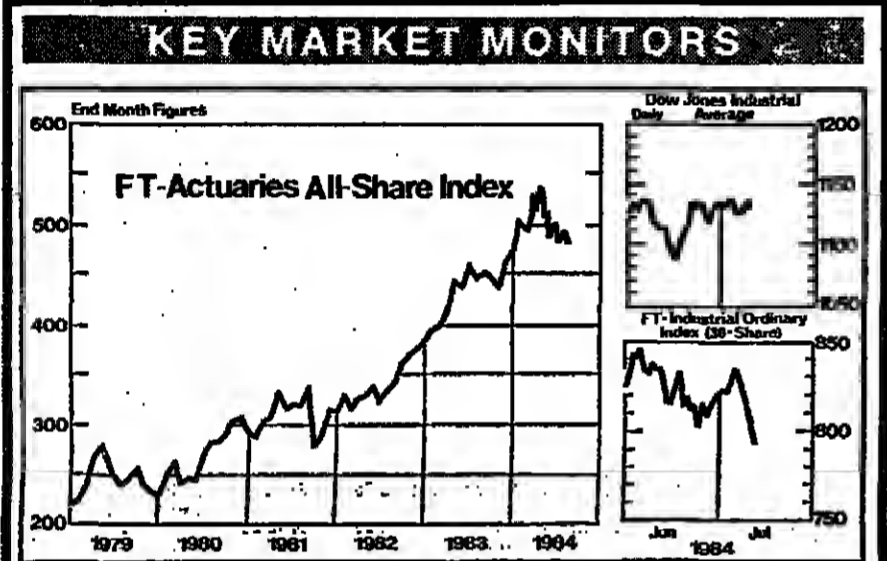


Table with columns for Stock Market Indices (New York, Tokyo, Australia, Austria, Belgium, Canada, Denmark, France, West Germany, Hong Kong, Italy, Netherlands, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, World) and Gold prices (London, Frankfurt, Zurich, Paris, Luxembourg, New York).

Table with columns for Currencies (U.S. Dollar, Sterling, Euro, etc.), Interest Rates (Euro-currencies, FT London interbank fixing, U.S. Bonds), and Financial Futures (Chicago, London, Canada, Commodities).

HONG KONG DOMESTIC institutions were back in the market in Hong Kong but their operations were of a technical nature, short-covering ahead of the Sino-British talks today and following an 11-day slide produced 31.71 rise in the Hang Seng index at 805.31. Buying enthusiasm was absent. Hongkong Land revived 20 cents to HK\$2.30 after Monday's 30-cent slide. Hongkong and Shanghai Bank added the same amount to HK\$5.65 and Jardine Matheson managed a 15-cent firmer result at HK\$6.50. Few came anywhere near redressing Monday's setbacks, let alone those accumulated over the month.

Advertisement for Ebic banks. Text: 'The Ebic banks: effective partners in your financial operations.' Includes logos for Amsterdam-Rotterdam Bank, Banca Commerciale Italiana, Creditanstalt-Bankverein, Deutsche Bank AG, Midland Bank plc, Societe Generale de Banque Generale, Societe Generale, and a list of member banks. Bottom text: 'EUROPE'S MOST EXPERIENCED BANKING GROUP.'



AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Table of American Stock Exchange Composite Closing Prices, organized by sector (A-C, D-F, G-I, J-L, M-O, P-Q, R-S, T-V, W-Z).

Continued on Page 30

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Table of New York Stock Exchange Composite Closing Prices, organized by sector (A-C, D-F, G-I, J-L, M-O, P-Q, R-S, T-V, W-Z).

Notes: Figures are unrounded. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 percent or more has been paid, the year's high/low range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividends are annual disbursements based on the dividend declaration.

WORLD ECONOMIC INDICATORS every Monday in the Financial Times

WORLD STOCK MARKETS

AUSTRIA

Table with columns: July 10, Price, +/-, Stock names like Creditanstalt, Goessler, Interimfund.

GERMANY

Table with columns: July 10, Price, +/-, Stock names like AEG Tolet, Bosch, Daimler-Benz.

NORWAY

Table with columns: July 10, Price, +/-, Stock names like Bergen Bank, Christiania BK, Nordnorsk Credit.

AUSTRALIA (continued)

Table with columns: July 10, Price, +/-, Stock names like Cen Prop Trust, Herald Sun, Herald/WT Times.

JAPAN (continued)

Table with columns: July 10, Price, +/-, Stock names like MHI, Matsui Co, Mitsubishi.

OVER-THE-COUNTER

Table with columns: Stock, Sales, High, Low, Last, Day, listing various OTC stocks.

Nasdaq national market, 2.30pm prices

Table with columns: Stock, Sales, High, Low, Last, Day, listing Nasdaq market prices.

LONDON

Table with columns: Chief price changes, RISES, FALLS, listing London market movements.

BELGIUM/LUXEMBOURG

Table with columns: July 10, Price, +/-, Stock names like ARBED, Belg Int A, Belg Int B.

SPAIN

Table with columns: July 10, Price, +/-, Stock names like Banco Bilbao, Banco de Vizcaya, Banco de Santander.

SWEDEN

Table with columns: July 10, Price, +/-, Stock names like Alfa-Laval, Astra, Astra Ferope.

HONG KONG

Table with columns: July 10, Price, +/-, Stock names like Bank East Asia, Cheung Kong, Hong Kong Development.

JAPAN

Table with columns: July 10, Price, +/-, Stock names like Ajinomoto, Alps Electric, Asahi Chemical.

SINGAPORE

Table with columns: July 10, Price, +/-, Stock names like Boustead Hgds, Gold Storage, P&S.

SOUTH AFRICA

Table with columns: July 10, Price, +/-, Stock names like ABC, AE & O, Anglo American.

NETHERLANDS

Table with columns: July 10, Price, +/-, Stock names like ACP Holding, AKZO, Alcatel.

FRANCE

Table with columns: July 10, Price, +/-, Stock names like Emment 418, Emment 75, GDF.

NETHERLANDS

Table with columns: July 10, Price, +/-, Stock names like ACP Holding, AKZO, Alcatel.

SWITZERLAND

Table with columns: July 10, Price, +/-, Stock names like Alusuisse, BSN, Brown Boveri.

AUSTRALIA

Table with columns: July 10, Price, +/-, Stock names like ANZ Group, Acrow Aust, Anglo Pacific.

JAPAN

Table with columns: July 10, Price, +/-, Stock names like Ajinomoto, Alps Electric, Asahi Chemical.

SINGAPORE

Table with columns: July 10, Price, +/-, Stock names like Boustead Hgds, Gold Storage, P&S.

SOUTH AFRICA

Table with columns: July 10, Price, +/-, Stock names like ABC, AE & O, Anglo American.

NETHERLANDS

Table with columns: July 10, Price, +/-, Stock names like ACP Holding, AKZO, Alcatel.

CANADA

Table with columns: Sales, Stock, High, Low, Close, Day, listing Toronto prices.

NETHERLANDS

Table with columns: July 10, Price, +/-, Stock names like ACP Holding, AKZO, Alcatel.

SWITZERLAND

Table with columns: July 10, Price, +/-, Stock names like Alusuisse, BSN, Brown Boveri.

AUSTRALIA

Table with columns: July 10, Price, +/-, Stock names like ANZ Group, Acrow Aust, Anglo Pacific.

JAPAN

Table with columns: July 10, Price, +/-, Stock names like Ajinomoto, Alps Electric, Asahi Chemical.

SINGAPORE

Table with columns: July 10, Price, +/-, Stock names like Boustead Hgds, Gold Storage, P&S.

SOUTH AFRICA

Table with columns: July 10, Price, +/-, Stock names like ABC, AE & O, Anglo American.

NETHERLANDS

Table with columns: July 10, Price, +/-, Stock names like ACP Holding, AKZO, Alcatel.

AMERICAN STOCK EXCHANGE CLOSING PRICES

Large table listing American stock exchange closing prices for various companies like IBM, GE, Ford, etc.

Handwritten note: "Handwritten note in the top right corner of the page, possibly a date or reference number." (Note: The text is illegible due to blurriness)

LONDON STOCK EXCHANGE

MARKET REPORT

RECENT ISSUES

Markets react sharply after money supply figures; index falls 18.6—Gilts down £1½

EQUITIES

Table of stock prices and movements, including columns for stock names, prices, and changes.

FIXED INTEREST STOCKS

Table of fixed interest stock prices and movements, including columns for stock names, prices, and changes.

"RIGHTS" OFFERS

Table of rights offers, including columns for stock names, prices, and terms.

ACTIVE STOCKS

Table of active stocks, including columns for stock names, prices, and changes.

MONDAY'S ACTIVE STOCKS

Table of Monday's active stocks, including columns for stock names, prices, and changes.

LONDON TRADED OPTIONS

Table of London traded options, including columns for option names, prices, and terms.

FINANCIAL TIMES STOCK INDICES

Table of Financial Times Stock Indices, including columns for index names and values.

HIGHS AND LOWS S.E. ACTIVITY

Table of Highs and Lows S.E. Activity, including columns for stock names, prices, and changes.

Account Dealing Dates

Text detailing account dealing dates and market expectations.

The money supply figures

Text discussing the impact of money supply figures on the market.

Equity markets remained

Text discussing the performance of equity markets.

Phoenix below best

Text discussing the performance of Phoenix and other stocks.

Text discussing market reactions and the impact of money supply figures.

Deals in Enterprise Oil

Text discussing deals in Enterprise Oil and other companies.

Leather goods imports

Text discussing leather goods imports and market activity.

Leading Buildings sustained

Text discussing leading buildings and market performance.

left William Leech down 4 more

Text discussing the performance of William Leech and other stocks.

Shares react afresh

Text discussing the reaction of shares to market news.

Relative steady throughout

Text discussing the relative stability of the market.

Engineering sector took

Text discussing the performance of the engineering sector.

Miscellaneous industrial leaders

Text discussing miscellaneous industrial leaders and their performance.

Leading Buildings sustained

Text discussing leading buildings and market performance.

Relative steady throughout

Text discussing the relative stability of the market.

Engineering sector took

Text discussing the performance of the engineering sector.

FT-ACTUARIES SHARE INDICES

Text explaining the FT-Actuaries Share Indices and their components.

Table of FT-Actuaries Share Indices, including columns for index names and values.

FIXED INTEREST

Table of fixed interest rates and yields, including columns for rates and yields.

EUROPEAN OPTIONS EXCHANGE

Table of European Options Exchange, including columns for option names, prices, and terms.

Footnote providing additional information and disclaimers regarding the data presented.

FT LONDON SHARE INFORMATION SERVICE

HOTELS—Continued

Table with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like Hotel Inns, Hotel Inns, Hotel Inns.

INDUSTRIALS (Miscel.)

Large table listing various industrial stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like A&P, A&P, A&P.

ENGINEERING—Continued

Table listing engineering stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like B&W, B&W, B&W.

DRAPERY & STORES—Cont.

Table listing drapery and stores stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like Debenhams, Debenhams, Debenhams.

BEERS, WINES—Cont.

Table listing beer and wine stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like Heineken, Heineken, Heineken.

AMERICANS

Table listing American stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like Amgen, Amgen, Amgen.

Krugerrands advertisement with logo and contact information: 01-283 7752 01-283 4080.

BRITISH FUNDS

Table listing British funds with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like Short's, Short's, Short's.

BUILDING INDUSTRY, TIMBER AND ROADS

Table listing building industry, timber, and roads stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like JAMES COOK, JAMES COOK, JAMES COOK.

ELECTRICALS

Table listing electrical stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like A&P, A&P, A&P.

CANADIANS

Table listing Canadian stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like Bell Canada, Bell Canada, Bell Canada.

CHEMICALS, PLASTICS

Table listing chemical and plastic stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like ICI, ICI, ICI.

BANKS, HP & LEASING

Table listing bank, HP, and leasing stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like NatWest, NatWest, NatWest.

FOOD, GROCERIES, ETC

Table listing food, grocery, and other stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like Asda, Asda, Asda.

DRAPERY AND STORES

Table listing drapery and stores stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like Debenhams, Debenhams, Debenhams.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like Heineken, Heineken, Heineken.

CORPORATION LOANS

Table listing corporation loans with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like NatWest, NatWest, NatWest.

COMMONWEALTH AND AFRICAN LOANS

Table listing commonwealth and African loans with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like NatWest, NatWest, NatWest.

LOANS

Table listing various loans with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like NatWest, NatWest, NatWest.

Public Board and Ind.

Table listing public board and industrial stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like NatWest, NatWest, NatWest.

Financial

Table listing financial stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like NatWest, NatWest, NatWest.

FOREIGN BONDS & RAILS

Table listing foreign bonds and rail stocks with columns: 1984 High, 1984 Low, Stock, Price, % Chg, Div, Div Yr, Div Pct, Div Pct P/E. Includes entries like NatWest, NatWest, NatWest.



INDUSTRIALS—Continued

Table of industrial stocks including companies like British Petroleum, ICI, and various engineering firms. Columns include stock name, price, and other financial metrics.

LEISURE—Continued

Table of leisure-related stocks such as British Airways, British Overseas Airways, and various travel agencies.

PROPERTY—Continued

Table of property and real estate stocks, including various land and building companies.

INVESTMENT TRUSTS—Cont.

Table of investment trusts, detailing various funds and their performance.

OIL AND GAS—Continued

Table of oil and gas stocks, including major energy companies like Shell and BP.

International Financial DAIWA SECURITIES logo and header.

MINES—Continued

Table of mining stocks, categorized by region such as Australians, Tins, and Miscellaneous.

MOTORS, AIRCRAFT

Table of motor and aircraft stocks, including companies like Rover and various aircraft manufacturers.

Motors and Cycles

Table of motor and cycle stocks, including various automotive brands.

Commercial Vehicles

Table of commercial vehicle stocks, including various truck and bus manufacturers.

Components

Table of component stocks, including various parts and accessories manufacturers.

Garages and Distributors

Table of garage and distributor stocks, including various service and retail companies.

SHIPPING

Table of shipping stocks, including various maritime and logistics companies.

NEWSPAPERS, PUBLISHERS

Table of newspaper and publishing stocks, including major media companies.

SHOES AND LEATHER

Table of shoe and leather goods stocks, including various retail and manufacturing firms.

SOUTH AFRICANS

Table of South African stocks, including various local and international companies.

TEXTILES

Table of textile stocks, including various clothing and fabric manufacturers.

OVERSEAS TRADERS

Table of overseas trader stocks, including various international commerce firms.

PLANTATIONS

Table of plantation stocks, including various agricultural and land management companies.

PAPER, PRINTING

Table of paper and printing stocks, including various media and publishing companies.

ADVERTISING

Table of advertising stocks, including various media and marketing firms.

TOBACCO

Table of tobacco stocks, including various tobacco and related product companies.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stocks, including various investment and real estate firms.

PROPERTY

Table of property stocks, including various real estate and land management companies.

INSURANCES

Table of insurance stocks, including various life, fire, and marine insurance companies.

LEISURE

Table of leisure stocks, including various entertainment and recreation companies.

PROPERTY

Table of property stocks, including various real estate and land management companies.

PROPERTY

Table of property stocks, including various real estate and land management companies.

PROPERTY

Table of property stocks, including various real estate and land management companies.

PROPERTY

Table of property stocks, including various real estate and land management companies.

PROPERTY

Table of property stocks, including various real estate and land management companies.

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Tr. Mgrs., British Group-Continued, and others, with columns for name, date, and performance metrics.

FT UNIT TRUST INFORMATION SERVICE

Large table providing detailed information for various unit trusts, including names, managers, dates, and performance data.

Financial Times Wednesday July 11 1984

Table listing various insurance companies and their services, including General, Life, and Fire insurance.

INSURANCES

Table listing various insurance policies and providers, including Life, Fire, and Marine insurance.

F.T. CROSSWORD PUZZLE No. 5,462

Crossword puzzle grid with clues and a solution key provided at the bottom.

Solution to Puzzle No. 5,461

Solution to the crossword puzzle from the previous page, showing the filled-in grid.

Table listing various insurance companies and their services, including Life, Fire, and Marine insurance.

Handwritten Arabic text at the top center of the page.

INSURANCE, OVERSEAS & MONEY FUNDS

Table listing various insurance and investment funds, including Life Assurance, Life Annuities, and Life Pensions, with columns for fund names, managers, and performance metrics.

Table listing Overseas and Money Funds, including Saver & Prosper Group, Target Life Assurance Co. Ltd., and various international investment funds.

Table listing Money Market Trust Funds and Money Market Bank Accounts, including various short-term investment vehicles and their performance.

Table listing Money Market Bank Accounts, including various bank savings and current accounts with interest rates and features.

OFFSHORE AND OVERSEAS

Table listing Offshore and Overseas investment funds, including various international and offshore investment vehicles.

Table listing Money Market Bank Accounts, including various bank savings and current accounts with interest rates and features.

# COMMODITIES AND AGRICULTURE

## Exporters prepare for tea talks

NEW DELHI — Senior trade officials of India and Sri Lanka have discussed mutual co-operation to boost production and exports of tea, a Commerce Ministry spokeswoman said yesterday.

She said this second round of official bilateral talks between the two leading exporters included discussion of world prices and joint research and development to improve production and quality.

Officials of the two countries also discussed tea packaging and replacing traditional and expensive plywood chests with cheaper synthetic substitutes.

The spokeswoman said the Commerce Ministry is reluctant to say more at this stage in view of a UN conference of tea producing countries starting in Geneva next week.

## Sugar pact failure blamed on Australia

HAVANA — Cuba blames Australia for the failure of the recent United Nations conference in Geneva to reach a new International Sugar Agreement.

The daily Granma newspaper quoted Sr Amadeo Blanco, Cuban Vice-Minister of Foreign Trade, as saying the Australians "not only blocked an economic agreement but also tried to prevent the approval of an administrative agreement."

Sr Blanco added that Australia had insisted again account Cuba's important sugar sales to the Communist bloc, which would have cut its world market sales.

The Home Growth Cereals Authority said reports from its regional offices suggest that the UK wheat harvest this year is a record cereal harvest this year.

## Surprise reaction to zinc price cut

BY JOHN EDWARDS, COMMODITIES EDITOR

THERE WAS A topsy-turvy reaction yesterday to news that Metallgesellschaft, West German smelters, had cut its European zinc production price by \$50 to \$990 a tonne.

Instead of falling, the cash zinc quotation on the London Metals Exchange jumped by £27.5 to £649.5 a tonne, and the three months price gained £22.75 to £653.5.

Dealers noted that the LME prices, which reached the highest level for nearly 10 years earlier this year, had already fallen steeply to well below the European producer price level. It was claimed that further reduction in the producer price, which was cut from \$1,080 to \$1,040 a tonne only two weeks ago, had already been discounted by the market. Western Germany's sharp rise, which came mainly because of the Metallgesellschaft announcement, was exaggerated by thin trading.

The announcement on Monday by Prussia's other West German smelter, that it was cutting output in July and August to match reduced demand in the summer months, was clearly signalled that the previous shortage of supplies had eased. Further confirmation was provided by offers at the

## Sharp rise in cocoa market

COCOA PRICES advanced strongly in the London futures market yesterday regaining some of the heavy losses suffered in the past month. The September position closed £74 up at £1,522.5 a tonne on both trade and speculative buying.

The rise reflected some concern about a shortage of immediately available supplies developing. These were rumours that some Nigerian cocoa qualities were below standard and buyers were, therefore, having to seek supplies from other producers.

● LONDON POTATO futures rose sharply yesterday. The April position gained £13.5 to £135 a tonne. Traders said buying interest was stimulated by suggestions that there had been insufficient rain to relieve the effects of the drought, and unconfirmed reports that some irrigated potato production areas would face a cutback in water supplies.

● BRAZIL'S recently completed soybean harvest rose to a record 15.8m tonnes from the previous record of 15.2m harvested in 1980, the Safra E Mercado newsletter said.

The figure is slightly below its previously estimated 15.3m to 15.4m tonnes but is above general trade estimates of about 15m tonnes.

● THE EUROPEAN Commission has authorised a special tender on August 1 for UK intervention breaking wheat for sale on the home market, according to Home Grown Cereals Authority.

The minimum purchase level will be £122.17 per tonne.

● INDIA'S foodgrain stocks are estimated at more than 17.1m tonnes as of June 1, sharply up from 16m a year ago, Mr V. B. Varma, Agriculture Ministry spokesman said.

Stocks of wheat were 12.5m tonnes (11.2m a year ago) and rice stocks 5.07m tonnes (4.55m).

## World aluminium stocks increase in May

NON-COMMUNIST world stocks of all forms of aluminium, including scrap, rose by 81,000 tonnes in May, to a total of 4,020,000 tonnes, the International Primary Aluminium Institute announced yesterday.

They were 2,397,000 at end May last year.

The increase in stocks was less than anticipated by some traders who had been forecasting a rise of as much as 100,000 tonnes. As a result the initial reaction on the London Metal Exchange was for prices to advance slightly.

At one stage three months aluminium reached \$90, but it declined to close at \$93.5 a tonne, \$2.25 down on the previous day.

The fall was limited by the gains in the copper and lead markets, helped by the recovery in gold.

## TROPICAL HARDWOODS Hurdles to tapping the Amazon's reserves

BY A SPECIAL CORRESPONDENT

AS RESERVES of tropical hardwoods begin to run down in Asian and African countries, the time is approaching when the huge stocks in Amazonia, an area estimated to contain between 25-30 per cent of the world's remaining hard wood, start to be exploited.

At the moment, only about 400,000 tons a year of sawn and semi-processed timber of all varieties is exported from Brazil, and home consumption remains small. Yet it will not be just a case of switching output from one part of the world to another. There are very good reasons why the Amazon's wood reserves, with the important exception of mahogany, have hardly been touched until now.

The first and biggest one is the native of the Amazon forest. There are at least 1,000 known species of tree in the jungles. Less than 200 species have a commercial value, only 40 have international quotation, and 15 are well known.

There is an average of 120 cubic metres of wood suitable for use in one hectare of dense forest and this can fall to less than 80 cubic metres in a less dense area. This means that there may be less than 1 cubic

## Boost for Australian cattle

AUSTRALIA'S CATTLE herd is forecast to rise over the next four years, ending eight years of depletion since cattle numbers peaked at 33.5m in 1976, the Australian Meat and Livestock Corporation said yesterday.

In its latest livestock industry projections, the AMLC said the herd to reach 33.5m in 1984, up from 32.2m in 1983.

The forecast rise in cattle numbers in the current year and March 1985 is largely due to low death rates, stock withholding by producers taking advantage of very good pastures, and expectations that good prices will continue. The AMLC said that it also forecast a rise in beef and veal production to 1.31m tonnes carcass weight in calendar 1985 from 1.28m this year, reflecting an increase in total cattle slaughter to 7.4m animals from 6.7m.

Beef exports are forecast to rise to 690,000 tonnes from a predicted 645,000 in 1984.

The corporation forecasts a decline in sheep/veal production to 1.27m tonnes in both 1986 and 1987 and then a rise to 1.34m in 1988, 1989.

## Zimbabwe lifts maize price

BY TONY HAWKINS IN HARARE

ZIMBABWE YESTERDAY announced a pre-planting maize price for the 1984-85 growing season of \$2180 a tonne (£113, an increase of almost 29 per cent on last year.

Maize output in Zimbabwe fell sharply between 1981 and 1983 due mainly to poor rainfall, but also because farmers were putting in fewer hectares of maize. Deliveries to the state-owned Grain Marketing Board in 1983 were down to 615,000 tonnes in 1981.

Grain producers have been seeking an incentive price to

## Exporters prepare for tea talks

Already, says Mr Lupatelli, some far-sighted companies are sending people to follow developments every year or so. About a third of Brazil's tropical wood exports are handled by foreign companies, including the Japanese Eidal, the Dutch Bruma, and the U.S. Atlantic Veneer.

Work is being done by Brazil's forestry institute, the IBDF, to evaluate the country's timber resources, and work toward a categorisation system.

One result of the IBDF studies is that the well-publicised destruction of the Amazon forest has been shown to have proceeded at a far slower pace than feared.

Only 2.47 per cent of the total Amazon cover has been altered in any way so far, amounting to about 12m hectares. About 9.5m of this, however, has been affected in the five years 1975-1980, at a rate accelerating from 1.6m hectares a year to 2.3m a year in 1980.

Much of this clearance has been done on some of the 10.5m hectares of plots marked out for the Amazon for small government-sponsored settlers, and on 6m hectares used for cattle raising.

### PRICE CHANGES

In tonnes unless stated otherwise	July 10	+ or -	Month ago	July 10 1984	+ or -	Month ago
Aluminium	£1100	+	£1100	£1100		
Lead	£1100	+	£1100	£1100		
Copper	£1100	+	£1100	£1100		
Gold	£1100	+	£1100	£1100		
Silver	£1100	+	£1100	£1100		
Platinum	£1100	+	£1100	£1100		
Iron	£1100	+	£1100	£1100		
Steel	£1100	+	£1100	£1100		
Wool	£1100	+	£1100	£1100		
Wheat	£1100	+	£1100	£1100		
Barley	£1100	+	£1100	£1100		
Oats	£1100	+	£1100	£1100		
Rice	£1100	+	£1100	£1100		
Soybeans	£1100	+	£1100	£1100		
Corn	£1100	+	£1100	£1100		
Wheat	£1100	+	£1100	£1100		
Barley	£1100	+	£1100	£1100		
Oats	£1100	+	£1100	£1100		
Rice	£1100	+	£1100	£1100		
Soybeans	£1100	+	£1100	£1100		
Corn	£1100	+	£1100	£1100		

### BRITISH COMMODITY PRICES

Commodity	Price	Change
Aluminium	£1100	+
Lead	£1100	+
Copper	£1100	+
Gold	£1100	+
Silver	£1100	+
Platinum	£1100	+
Iron	£1100	+
Steel	£1100	+
Wool	£1100	+
Wheat	£1100	+
Barley	£1100	+
Oats	£1100	+
Rice	£1100	+
Soybeans	£1100	+
Corn	£1100	+

### BASE METALS

Commodity	Price	Change
Aluminium	£1100	+
Lead	£1100	+
Copper	£1100	+
Gold	£1100	+
Silver	£1100	+
Platinum	£1100	+
Iron	£1100	+
Steel	£1100	+
Wool	£1100	+
Wheat	£1100	+
Barley	£1100	+
Oats	£1100	+
Rice	£1100	+
Soybeans	£1100	+
Corn	£1100	+

### COFFEE

Commodity	Price	Change
Arabica	£1100	+
Robusta	£1100	+

### SOYABEAN MEAL

Commodity	Price	Change
Soyabean meal	£1100	+

### INDICES

Index	Value	Change
FTSE 100	1100	+
Dow Jones	1100	+
Nikkei	1100	+

### AMERICAN MARKETS

Commodity	Price	Change
Aluminium	1100	+
Lead	1100	+
Copper	1100	+
Gold	1100	+
Silver	1100	+
Platinum	1100	+
Iron	1100	+
Steel	1100	+
Wool	1100	+
Wheat	1100	+
Barley	1100	+
Oats	1100	+
Rice	1100	+
Soybeans	1100	+
Corn	1100	+

### LONDON OIL

Commodity	Price	Change
Brent	1100	+
WTI	1100	+

### PRODUCTS - North West Europe

Commodity	Price	Change
Gas oil	1100	+
Gasoline	1100	+

### TIN

Commodity	Price	Change
Tin	1100	+

### COCOA

Commodity	Price	Change
Cocoa	1100	+

### WHEAT

Commodity	Price	Change
Wheat	1100	+

### BARLEY

Commodity	Price	Change
Barley	1100	+

### MOODY'S

Commodity	Price	Change
Moody's	1100	+

### GOLD MARKETS

Commodity	Price	Change
Gold	1100	+

### LONDON FUTURES

Commodity	Price	Change
Wheat	1100	+
Barley	1100	+
Oats	1100	+
Rice	1100	+
Soybeans	1100	+
Corn	1100	+

### LEAD

Commodity	Price	Change
Lead	1100	+

### COCOA

Commodity	Price	Change
Cocoa	1100	+

### WHEAT

Commodity	Price	Change
Wheat	1100	+

### BARLEY

Commodity	Price	Change
Barley	1100	+

### MOODY'S

Commodity	Price	Change
Moody's	1100	+

### EUROPEAN MARKETS

Commodity	Price	Change
Aluminium	1100	+
Lead	1100	+
Copper	1100	+
Gold	1100	+
Silver	1100	+
Platinum	1100	+
Iron	1100	+
Steel	1100	+
Wool	1100	+
Wheat	1100	+
Barley	1100	+
Oats	1100	+
Rice	1100	+
Soybeans	1100	+
Corn	1100	+

### ALUMINIUM

Commodity	Price	Change
Aluminium	1100	+

### ZINC

Commodity	Price	Change
Zinc	1100	+

### WEEKLY METALS

Commodity	Price	Change
Aluminium	1100	+
Lead	1100	+
Copper	1100	+
Gold	1100	+
Silver	1100	+
Platinum	1100	+
Iron	1100	+
Steel	1100	+
Wool	1100	+
Wheat	1100	+
Barley	1100	+
Oats	1100	+
Rice	1100	+
Soybeans	1100	+
Corn	1100	+

### POTATOES

Commodity	Price	Change
Potatoes	1100	+

### POTATOES

Commodity	Price	Change
Potatoes	1100	+

### WOOL FUTURES

Commodity	Price	Change
Wool	1100	+

### EUROPEAN MARKETS

Commodity	Price	Change
Aluminium	1100	+
Lead	1100	+
Copper	1100	+
Gold	1100	+
Silver	1100	+
Platinum	1100	+
Iron	1100	+
Steel	1100	+
Wool	1100	+
Wheat	1100	+
Barley	1100	+
Oats	1100	+
Rice	1100	+
Soybeans	1100	+
Corn	1100	+

### ALUMINIUM

Commodity	Price	Change
Aluminium	1100	+

### ZINC

Commodity	Price	Change
Zinc	1100	+

### WEEKLY METALS

Commodity	Price	Change
Aluminium	1100	+
Lead	1100	+
Copper	1100	+
Gold	1100	+
Silver	1100	+

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Sterling slightly weaker

Sterling slipped to its lowest level since 1976 on a trade-weighted basis yesterday. Its index finished at 77.2, down from 77.6 on Monday, having stood at 77.2 at noon and 77.9 in the morning. It finished some way above the day's lows, however, attracting some support as fears of a rise in UK clearing bank base rates.

The call for higher rates was underlined by yesterday's disappointing UK money supply figures and interbank rates were already discounting a rise in base rates from the current level of 10 per cent to 10.11 per cent. This helped to sustain the pound at its lower levels although the relative strength of the dollar and strike action by miners and dock workers inhibited the extent of any recovery.

THE POUND SPOT AND FORWARD

Table showing pound spot and forward rates for various currencies including US, Canada, Netherlands, Belgium, Denmark, Spain, Portugal, Italy, Norway, France, Sweden, Japan, Australia, and Swiss.

a slightly softer note, having touched record levels earlier in the week. It remained underpinned by fears of higher interest rates however. It closed at DM 2.3228 from DM 2.3281, compared with DM 2.3292. It was also lower against the yen at ¥241.85 from ¥242.60 and FF 867 compared with FF 871.75. On the Bank of England's dollar trading weighted index fell to 136.1 from 136.4.

The D-mark was quite firm at the Frankfurt fixing, gaining ground against the dollar, sterling and Swiss franc and Japanese yen. The Bundesbank sold \$53m at the fixing, compared with \$72.3m on Monday, as the dollar fell to DM 2.3251 from DM 2.3245. The currency remains supported by high U.S. interest rates, and recovered from a low of around DM 2.3095 touched in New York. Traders pointed to growing conviction that the Federal Reserve will increase its discount rate to 8 1/2 per cent from 9 per cent in the near future, and to the possibility the Federal Open Market Committee meeting next week will tighten U.S. monetary policy. On the other hand there is some expectation that Friday's announcement of U.S. job production, prices, industrial production, and retail sales, will indicate economic growth has slackened.

EMS EUROPEAN CURRENCY UNIT RATES

Table showing EMS European Currency Unit rates for various currencies including Danish Kroner, French Franc, Dutch Guilder, Italian Lira, and others.

Within the EMS the French franc rose to DM 23.590 per 100 francs from DM 23.580, but the guilder fell to DM 88.615 per 100 guilders from DM 88.650, and the Belgian franc to DM 4.9200 per 100 francs from DM 4.9240.

The lira showed mixed changes at the Milan fixing, improving against the dollar and sterling, but losing ground to several of its EMS partners, including the D-mark and French franc. The dollar fell to L1,737.75 from the record fixing level of L1,745 on Monday, and sterling weakened to L2,282.20 from L2,282.20. Within the EMS the D-mark rose to L1,734.75 from L1,734.75, and the French franc to L1,999.94 from L1,999.94.

THE DOLLAR SPOT AND FORWARD

Table showing dollar spot and forward rates for various currencies including UK, Japan, Canada, Australia, and others.

Gilts weaker

Long term gilt futures weakened on the London International Financial Futures Exchange yesterday. The contract for September delivery opened slightly firmer at 99.10 following gains in U.S. Treasury bond prices overnight, but then declined as sterling stayed weak on the foreign exchanges, and London money market interest rates moved up on speculation that another rise in clearing bank base rates may be imminent. The market was also concerned about the implications of a long dock strike in support of the miners, and finally was disappointed in the mid-June money supply figures.

FINANCIAL FUTURES

Table showing financial futures prices for various instruments including Sterling, Eurodollar, and others.

in some Bank of England money market intervention rates before lunch led to hopes the money supply figures would be fairly encouraging, but the rise of 2 per cent in sterling M3 was above expectations, leaving growth during the last four months well above the official target.

A statement from the Prime Minister that the monetary situation is satisfactory had little or no impact, and September gilts closed weak at 99.14, compared with 99.03 on Monday, as prices in the cash market showed falls of 1 to 1 1/2 points.

CHICAGO

Table showing Chicago market data including Treasury Bonds, Treasury Bills, and others.

The Film Management System

Remarkable Films Limited, a New Zealand company is the developer and owner of the Film Management System, a computer software application which has recently been successfully introduced into the Film and Television industry in North America. The software is now being used by major Film and Television Studios in both the USA and Canada. Remarkable Films Limited seeks a Commission Agent or Commission Agents to introduce and market this software in the United Kingdom and Europe. The Film Management System is invaluable for pre-production, production and post-production activities in all areas of film and video production. The package provides modules for film planning, film scheduling, film budgeting, general ledger, estimates to complete, payroll and accounts payable and outstanding orders. The programme has been developed for use on IBM PC/XT and Apple II Computers. Multi user network options are available. Interested parties having a thorough knowledge of both the Film and Computing industries in Europe and the United Kingdom are invited to register their interest by writing to:

Film Management System c/o New Zealand - United Kingdom Chamber of Commerce Suite 618, 162-168 Regent Street London W1R 5TB

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Advertisement and circulation information for various countries including Australia, Canada, France, Germany, Italy, Japan, etc.

OTHER CURRENCIES

Table showing exchange rates for other currencies like Argentine Peso, Australian Dollar, Canadian Dollar, etc.

CURRENCY MOVEMENTS

Table showing currency movements for various currencies including Sterling, Canadian Dollar, etc.

CURRENCY RATES

Table showing currency rates for various currencies including Sterling, Canadian Dollar, etc.

STERLING DEPOSIT

Table showing sterling deposit rates for various banks and terms.

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Table showing sterling deposit rates for various banks and terms.

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For share index and business news summary, telephone 246 8026 (number preceded by the appropriate area code valid for London, Birmingham, Liverpool and Manchester).

EXCHANGE CROSS RATES

Table showing exchange cross rates for various currencies.

EURO-CURRENCY INTEREST RATES

Table showing Euro-currency interest rates for various currencies.

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London clearing banks' balances

as at June 20 1984

THE TABLES below provide the first monthly indication of the trends of bank lending and deposits, ahead of the more comprehensive banking and money supply figures published later by the Bank of England. They are prepared by the London clearing banks and cover the business of their subsidiaries (excluding Scottish and Northern Ireland banks) in England and Wales, the Channel Islands and the Isle of Man which are listed by the Bank of England as falling within the monetary sector.

MONEY MARKETS

UK interest rates rose sharply yesterday on a higher than expected rise in UK money supply figures and sterling's continued weakness. The press coverage of clearing banks to increase their base rates from the current level of 10 per cent intensified as interbank rates showed further rises. The Bank of England kept its dealing rates at an unchanged minimum of 10 per cent but entertained bids up to 10 1/4 per cent in bands 8 and 4.

MONEY MARKETS

still not be enough. Three-month interbank money fluctuated sharply, ranging between 1 1/4 per cent and 1 1/2 per cent compared with Monday's range of 10 1/4-11 per cent. Three-month eligible bank bills were bid at 1 1/4 per cent and this rate prevailed out to six months, indicating the market's current uncertainty. Overnight interbank money traded between a high of 9 1/2 per cent and a low of 2 per cent. The Bank of England forecast a shortage of around £100m with

MONEY MARKETS

factors affecting the market including maturing assistance and a take up of Treasury bills together driving £100m of Exchequer transactions a further £100m. On the other hand there was a fall in the rate of clearing banks' bills brought forward balances \$80m above target. The forecast was later revised to a shortage of around £200m and the Bank gave assistance in the morning of £242m. This comprised purchases of £1m of eligible bank bills in band 2

MONEY MARKETS

(15-33 days) at 10 per cent and £62m in band 3 (34-63 days) at 10 1/4 per cent. In band 4 (64-91 days) it bought £258m of Treasury bills at 10 per cent and £203m of eligible bank bills at 10 1/4 per cent. There was no further intervention in the afternoon. In Tokyo the Bank of Japan sold ¥500m of 60-day Treasury bills in order to mop up excess liquidity in the money market. Call money was quoted at 6.03125 per cent however, unchanged from Monday.

MONEY MARKETS

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TABLE 1. AGGREGATE BALANCES

Table 1: Aggregate Balances showing total outstanding and change on month for liabilities and assets.

TABLE 2. INDIVIDUAL GROUPS OF BANKS' BALANCES

Table 2: Individual Groups of Banks' Balances showing balances for various banks like Lloyds, Midland, etc.

TABLE 3. ELIGIBLE LIABILITIES

Table 3: Eligible Liabilities showing balances for various categories like UK monetary sector, etc.

MONEY RATES

Table showing money rates for various currencies and terms.

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MONEY RATES

Table showing money rates for various currencies and terms.

FT LONDON

Interbank fixing rates for various currencies and terms.

DISCOUNT HOUSES DEPOSIT AND BILL RATES

Table showing discount houses deposit and bill rates for various currencies.

MONEY RATES

Table showing money rates for various currencies and terms.

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TABLE 3. ELIGIBLE LIABILITIES

Table 3: Eligible Liabilities showing balances for various categories like UK monetary sector, etc.



# FINANCIAL TIMES SURVEY

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The French Left-wing Government has long been aware that 1984 would be its most difficult year in office, but the recent European election results were undoubtedly a painful surprise. In such a hot political atmosphere, the ordinary task of governing is likely to prove more difficult.

# FRANCE

## Governing under an electoral cloud

By David Housego  
IN PARIS

M. MITTERRAND is approaching the half-way mark in his seven-year presidency. He does so at a moment when the Socialist and Communist share of the vote in France has plunged from 52 per cent in the legislative elections in 1981 to only 32 per cent in last month's European elections.

Comparisons between the two polls provide an unfair measure of the Left's decline in popularity. The Socialists and Communists won their victory in the 1981 legislative elections in the euphoria that followed M. Mitterrand's unexpected success in the Presidential election. Their defeat in the European elections was in a poll which does not have immediate national or local consequences.

The Left has long been aware that 1984 would be their most difficult year in office. The Government is now paying the price of its initial, calamitous reflation of the economy and the courageous about-turn in policy that began a year later. Unemployment has been sharply rising largely under the impact of industrial rationalisation that President Giscard d'Estaing's administration delayed in carrying through.

But the importance of the European election results is that they show how much ground the Left has to catch up if it is to avoid a similar defeat in the 1986 legislative elections.

If they are badly beaten, then M. Mitterrand will have difficulty in holding onto the Presidency until 1988 through what could be a two-year battle between a Right-wing dominated National Assembly and a Socialist Presidency to decide which has the upper hand.

By the same token, the results of the European elections have given the opposition, the small

from private schools to the fate of Creusot-Loire, the heavy engineering group that has been placed under official receivership—will be politicised for partisan ends.

France thus enters a long electoral campaign that could drag on to 1988. In such a hothouse political atmosphere, the ordinary task of governing is likely to prove more difficult.

The European election results were undoubtedly a painful surprise. In many ways, the Government is now beginning to reap the fruits of the stabilisation measures introduced in March 1983. Inflation is falling thus narrowing the differential between consumer price increases in France and those of her trading partners. The franc has remained stable within the EMS in part reflecting the foreign exchange markets' confidence that the Government will stick to its anti-inflationary goals.

The external trade deficit has narrowed—though not as rapidly this year as the government anticipated because export growth has been more sluggish.

These orthodox economic priorities are also shared by many on the Right who equally believe that the Left is carrying through a purge of declining industrial sectors such as steel and coal that the right would have found far more difficult to achieve.

On the plus side as well is the consensus that M. Mitterrand has built around his foreign policy, and his success—Gaullist style—in projecting France's image abroad.

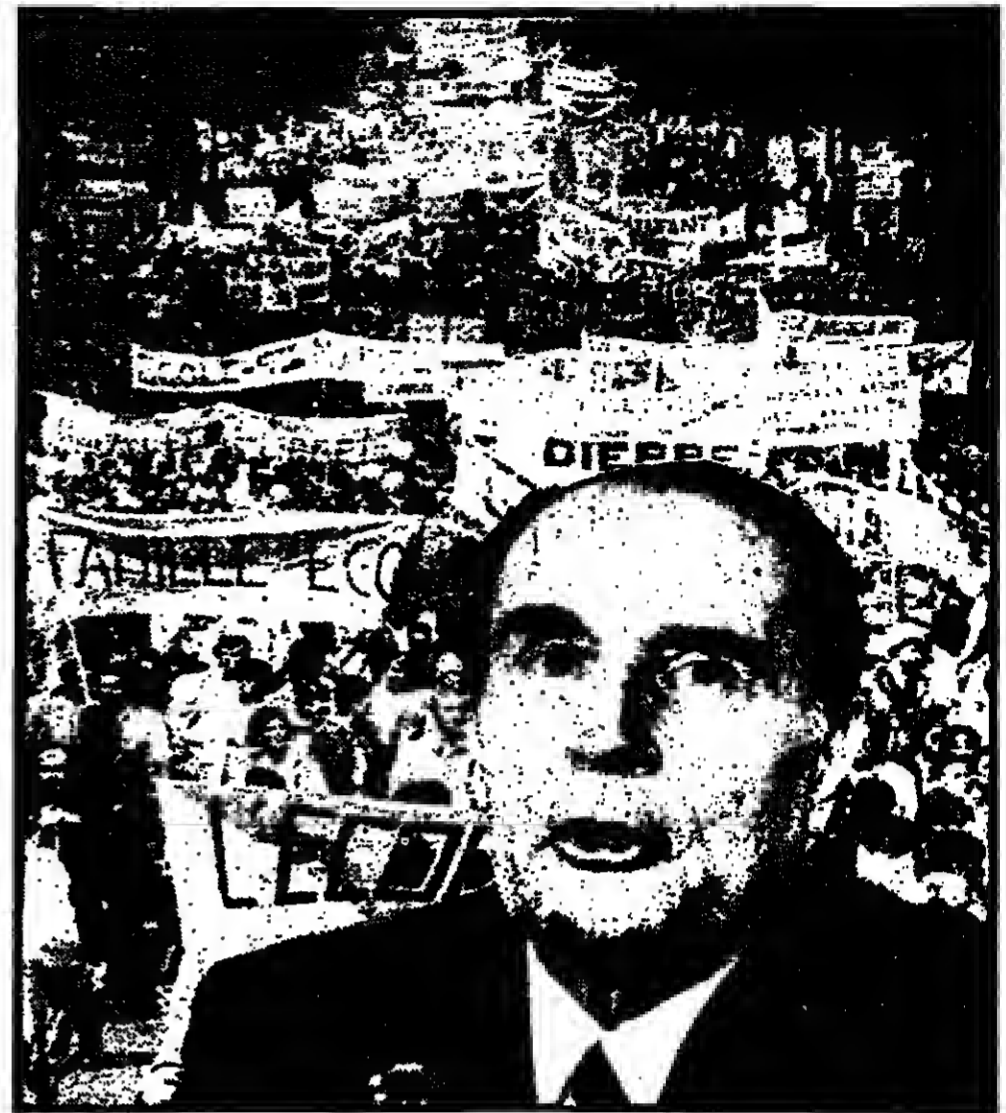
His support for U.S. intermediate missile deployment in Europe has won him respect in Washington from a conservative administration that disliked both his Socialist credentials and the presence of Communists in the Government.

He has won praise in France from all points of the political compass for his handling of the Presidency of the EEC Council of Ministers—even before the agreement at the Fontainebleau summit crowned it with success. He has demonstrated French power in Lebanon and Chad without being caught in the traps that those explosive situations hold out. He has patched relations with the Soviet Union while yielding no ground over France's support for Andrei Sakharov, the Russian dissident, or on East West issue.

### Exasperation

But voters in the European elections were not asked to pass judgment on President Mitterrand's foreign or economic policy. The defeat of the Left and the rise of the National Front reflected both an exasperation with the Government and with the established political parties. The Left's own supporters in 1981 have not forgotten that President Mitterrand promised them one set of policies and then enacted another. The Government has suffered from its clumsy handling of a number of issues from private schools to steel restructuring and the reform of the press laws.

Notwithstanding France's long history of centralised administration, they appear to have had enough. The fact that the



President Mitterrand can expect scant mercy from his opponents between now and the elections in 1986. Nearly 1½m people turned out in the streets of Paris in June as an expression of growing exasperation over what is seen as an unwelcome extension of state power over schools, the press and people's working lives

the French have also come to identify the Left with a style of centralised bureaucratic administration for which they are showing an increasing distaste. They believe that the state is extending its power by raising more taxes, by nationalising banks and industries and by enlarging its sway over private schools and the press.

Notwithstanding France's long history of centralised administration, they appear to have had enough. The fact that the

state is now in the hands of the Socialists and the Communists has obviously fuelled the resentment on the Right. But the result is the paradoxical situation by which a political Left that has always prided itself on its defence of liberties now finds itself under attack from an authoritarian Right (M Le Pen's National Front included) for being repressive.

M. Mitterrand has yet to decide on the shape of the cabinet reshuffle he now clearly intends.

He cannot keep on M. Pierre Mauroy as Prime Minister much longer without giving the impression of a government adrift. For the last few months the expectation of a change has left a void in decision-making at the Matignon.

As in March 1983, while M. Mitterrand brooded over what economic policy to follow in the

CONTINUED ON PAGE 3

### FUTURE SHOCK

Forget science fiction dreams about the day when pancake-flat, solar powered cars will zip along highways on cushions of air.

Future evolutions will be defined by the practicalities of economics.

The next ten years will see cars very much like the prototype shown in the photograph.

The Renault Vesta doesn't look especially futuristic. But it achieves a very futuristic aerodynamic-drag coefficient of 0.22, and could attain a dreamy 79 mpg.

Working hand in hand with technological pioneers like France's Société Nationale des Industries Aéronautiques, maker of the Airbus, Renault is continually turning advanced engineering theory into practice.

And making tomorrow's economic performance a reality.

The future is around the corner. Already today, Renault cars achieve the lowest average fuel consumption, at 55 mpg, of all cars in the world.

And that's fact, not science fiction.

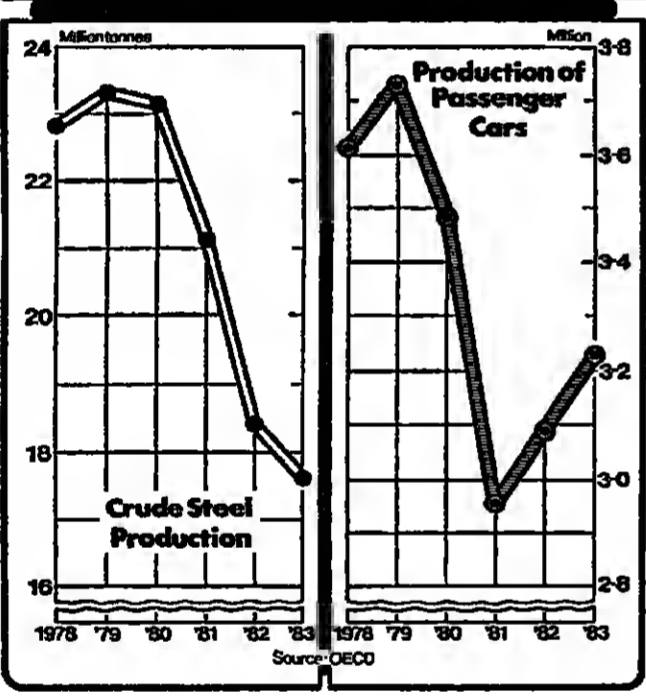
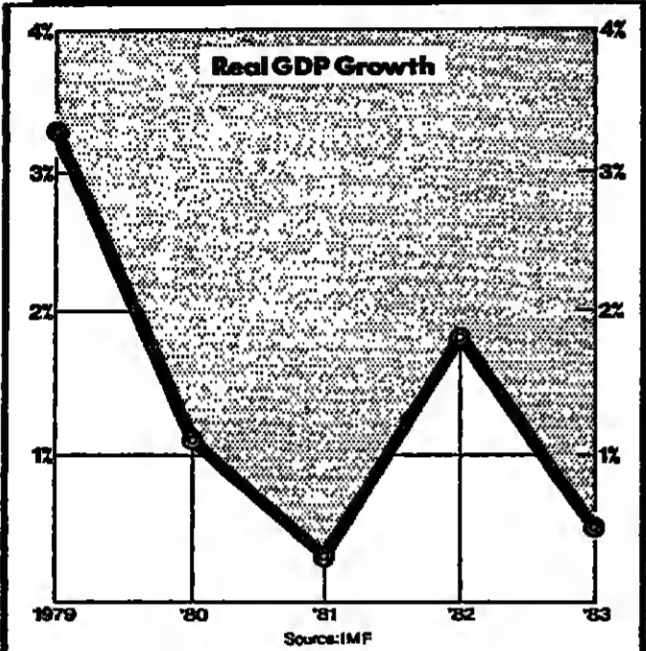
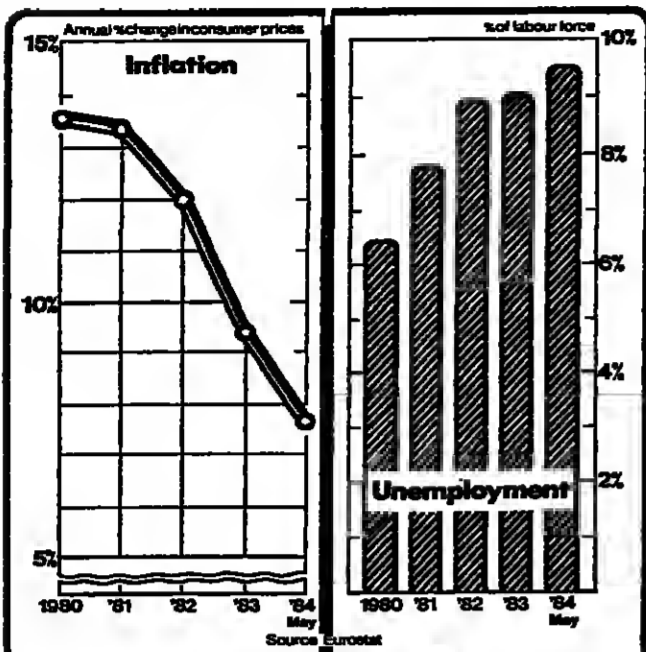
### RENAULT WE'RE HERE

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The 1985 Budget is now being finalised under the banner of a tight clampdown on expenditure.

## Battle to cut inflation and reduce trade deficit



SINCE bringing in austerity measures in March, 1983, the Government has stuck to its economic priorities of bringing down inflation and reducing the trade deficit. There is no sign of any significant change of course, notwithstanding the pressure from the Socialist Left and the Communists for fresh reflationary measures.

But with a more favourable international environment and an increase in industrial investment, the Government is now looking to pick up in economic activity from next year and to an improvement in living standards. After two years in which household purchasing power has been stagnant or negative, the Government anticipates a modest 1.6 per cent growth in real incomes in 1985 in advance of the legislative elections of the following year.

The 1985 Budget, which has to be presented to the National Assembly by the end of September, is nonetheless being finalised under the banner of a tight clampdown on expenditure.

In addition, the Government is having to reduce expenditures by a further FF70bn to allow room for the cuts in taxation promised by President Mitterrand last year.

The cuts, which will touch both personal and corporate taxation, are intended to give proof of the Socialists' determination to halt the rise of inflation and social security contributions as a proportion of GNP. Last year the ratio rose to 44 per cent—two of the highest in Europe.

As a result of the stabilisation policies, inflation had fallen on a year-to-year basis to 7.7 per cent in May from 9.3 per cent at the end of 1983 and 9.7 per cent at the end of 1982.

With hourly wage rates rising less fast than prices in the four consecutive quarters up to March 1984, the fall in the inflation rate is expected to continue. Official hopes for an inflation rate of 6.5 per cent by the end of this year, and 5.5 per cent by the end of 1985.

As a result, the differential in France's inflation rate with that of the seven major OECD economies has narrowed at the end of April to 3.1 per cent. This has in large part contributed to the stability of the franc which has not been realigned within the EMS since March 1983.

The trade deficit has also been shrinking—though the figures for the first five months of the year have given the Government cause for concern.

After falling to FF58bn in 1983 after FF102bn in 1982, the cumulative trade deficit for the first five months of this year was FF17.2bn.

The Government expects that with an improvement in the trade figures in the second half, the deficit for the year will end up at FF25bn with the current account deficit slightly below this. It will thus be larger than the Government initially anticipated, but officials forecast that the trade account will achieve a surplus of FF11bn in 1985.

Behind the disappointing trade performance in the first quarter has been a slow-down in export growth. Notwithstanding this, the Government is looking to a 3.4 per cent volume growth in exports this year and to 4.8 per cent in 1985.

These optimistic forecasts underpin its hopes both of bringing the trade account back

forecast notwithstanding the anticipation of a slow-down to the world recovery.

Apart from exports, the Government sees the other main component of growth being the revival of industrial investment. INSEE has forecast an 11 per cent increase in industrial investment this year in real terms, stemming from both the more vigorous plans of the nationalised sector and from the sharp improvement in the companies' financial position this year and next.

A further factor contributing to a pick-up in activity next year will be the 1.6 per cent anticipated increase in household purchasing power. Real incomes fell by 0.3 per cent last year and are expected to be only marginally positive this year.

After a 0.8 per cent expansion in real GNP in 1983, officials now expect a 1.4 per cent growth rate this year rising to 1 per cent in 1985. At this level, French growth will be marginally above that of the average for France's trading partners carrying with it the risk of a new surge in imports.

**Little sign yet of revival**

The virtual stagnation of the economy coupled with more intensified industrial restructuring has pushed unemployment up to 8.5 per cent by the end of May from the 8.2 per cent at which the Government succeeded in stabilising it at during its first 2½ years in power. By the end of the year the number of jobless is likely to reach 2.62.7m.

It is principally the sharp rise in unemployment that has strengthened the pressure from the Socialist Left and from the



M. Jacques Delors, Minister of Finance: his figures on France's foreign debt show how narrow is the Government's room for manoeuvre in shifting the direction of economic policy

## Government encourages closer European collaboration

M. LAURENT FABIUS, the youthful Socialist industry and research minister, likes to tell the heads of the large industrial groups nationalised by the Left that they must make profits by next year at the latest. If they do not, they are likely to lose their jobs.

M. Fabius, who sees himself as the champion of a pragmatic industrial policy designed to modernise French industry and make it world competitive, also claims to support less state intervention in a country famed for its interventionist policies.

To underline this new approach, the Industry Minister, regarded as "a favourite son" of President Mitterrand, explained that the landmark asset swap announced last autumn between Thomson and CGE, the two large nationalised electronics conglomerates, had been entirely negotiated by the chief executives of the two groups.

That asset swap, which concentrates the bulk of the French telecommunications manufacturing industry with CGE, while concentrating the electronic components, defence and consumer electronics businesses with Thomson, is a further example of the rationalisations and restructurings the socialist Government has sought to push forward.

At the same time, M. Fabius and the Government has pressed for a policy of greater industrial collaboration between European companies to meet the challenge of the U.S. and Japan.

### Telecommunications sector

During the past six months of the French presidency of the European Community, M. Fabius has argued for the opening up of a restructured base of national telecommunications markets and for the creation of common standards in the telecommunications and electronics industry. He has also given his full support to the Ariane space programme and recently completed France to a number of new space projects.

All in all, M. Fabius has, on the surface at least, provided a radically different approach to industry policy than his controversial and interventionist predecessor, M. Jean-Pierre Chevènement, the leader of the CERES group representing the far-left wing of the socialist party.

But after more than a year in office and despite repeated and lengthy explanations of the pragmatic direction French industrial policy was taking, M. Fabius has more often than not been unable to follow through on his principles. This has been especially true of the numerous and politically sensitive decisions that have been piling up on his desk.

In most cases, M. Fabius has seemingly sought to skirt round the problem and let other ministries or the Matignon, the Prime Minister's office, take over. He has been knocked over by some civil servants in other

ministries as "the invisible man."

It was M. Fabius who led the Government's attempt to prevent Creusot-Loire, the country's leading private heavy engineering concern from going for bankruptcy.

Controlled by the private Empain-Schneider group and run by the aggressive M. Didier Pineau-Valencienne, Creusot-Loire had turned into an embarrassing saga for the Government. Last year, the Government and banks injected FF1.6bn to support the engineering group which subsequently returned for more cash.

Citing again its non-interventionist policy, the Government wanted to make clear that private groups could not expect the state to absorb losses due to their management mistakes.

M. Pineau-Valencienne claimed that the losses were due to the Government's failure to aid Creusot-Loire's steel activities in the way that it had provided assistance to other steel groups.

A long deadlock in negotiations between the two groups finally ended in Creusot-Loire's being placed under official receivership amidst bitter recriminations on all sides.

Government officials conceded that the cost of salvaging the group's mainline activities was likely to prove greater than the additional capital funding sought by M. Pineau-Valencienne.

If Creusot-Loire has recently held the headlines and replaced on the front pages the troubles of the French motor industry, the Government's approach to the car industry has also been confused.

At the beginning, the Government accepted (and, indeed, still does) the need for wholesale job cuts and new investments to improve productivity and restore a competitive edge to the country's motor industry.

But it soon became obvious that under pressure from the labour unions and the Communist party, its junior partner in Government, the socialist administration was having second thoughts about its tough industrial approach. It took the Peugeot group six months to negotiate with the

Communists for reflationary measures. But the Government cannot move in that direction without the risk of a further rise in imports exacerbating the trade deficit and thus adding to the foreign debt and the pressure on the franc.

Figures issued by M. Jacques Delors, the Minister of Finance, on France's foreign debt show how narrow is the Government's room for manoeuvre in shifting the direction of economic policy.

On official statistics, the foreign medium and long-term debt expanded from FF147bn (\$22.8bn at the prevailing rate of exchange) at the end of 1981 to FF145bn (\$23.7bn) at the end of last year—much of the increase due to the strengthening of the dollar.

Because of this backlog of debt, and as a result of anticipated annual new commercial borrowings of over FF60bn a year between now and 1987, the Ministry of Finance expects that repayments on capital and principal will rise from FF158bn last year to FF118bn by 1985.

To finance the interest payments and stabilise the overall level of the debt, the Government is thus projecting that the current account will move into surplus next year and then achieve an annual average FF100-120bn surplus in the years 1986-1988.

This medium-term balance of payments horizon implies a continuing squeeze on domestic demand that will maintain France's economic growth rate below that of her major European partners for the rest of President Mitterrand's presidency.

According to a variety of scenarios prepared by INSEE, French real GNP is likely to rise on average from between 1.5-2.4 per cent over the 1984-88 period, with the most probable growth rate being in the 1.5-2.0 per cent range. On this basis, unemployment will rise to over 9m by the end of President Mitterrand's presidency.

approach to industrial policy, there have also been some noteworthy successes. Perhaps the most visible has been the recovery of most of the large nationalised industrial groups with the exception of the steel companies.

Most of these groups were in dire financial trouble when the state took them over after the left came to power in France. But the chemical group Rhone-Poulenc, the aluminium group Pechiney, and Thomson in the electronic sector are all on the mend. The controversial restructuring of the French chemical industry has also borne the first positive results and is proving a success.

The Government has also continued to try to shift the emphasis away from the big industrial groups to stimulate growth and development of small- and medium-sized enterprises.

Additional fiscal and financial incentives have been announced to encourage the creation of new medium-sized industries, especially in the so-called industrial reconversion poles where new enterprises are sought to provide jobs to offset the closures or restructurings in the mature and declining industrial sectors.

In many respects, these new industrial reconversion poles highlight the many facets aspects and the difficulties in the socialist Government's conduct of industrial policy. These poles regroup all the problems connected with ageing industries and unemployment as well as all the new challenges of modernisation and the development of new high technology growth industries. And the Government has clearly felt the more onerous challenges of the industrial challenges of the future than with coping with all the problems of the past.

### INDUSTRIAL PROFILE: Louis Tardy of Machines Lourdes (MFL)



Louis Tardy: industrial trouble-shooter.

### Rescue mission pays off

M LOUIS TARDY is an industrial trouble-shooter — a word for which, perhaps significantly, there is no precise equivalent in the French language. In September 1982 he was brought in to chair Machines Lourdes (MFL), the heavy duty machine tools group born out of the government-backed reorganisation of France's string of troubled smaller companies in the machine tools sector.

Just under two years later, M Tardy, aged 59, is presiding over a company which has made savage job cuts — down from 2,200 in the original batch of four separate companies to the present total of 1,400 in the reconstituted group. It has benefited from FF500m of state aid to finance lay-off programmes (through the classic means of early retirement and training schemes) and clean up past losses.

Thanks to the jump in productivity, reorganisation of production techniques using computerised networks, and above all, a considerable shake-up of MFL's export marketing efforts, M Tardy believes the group is on the way to making profits.

The powerful group of shareholders brought into the rescue mission — led by the Industrial Development Institute with 49 per cent, but also including top manufacturers such as Renault, Peugeot, Alsthom-Atlantique, Agreplast and the two state steel companies — can, barring unforeseen mishaps, expect a dividend in 1987, he says.

### Wide industrial experience

MFL's new boss stresses he is no machine tools specialist. He draws on long-running career experience in a variety of industrial groups, including his own air conditioning company, Technibel, which he set up in 1958 and sold in 1973.

M Tardy says he was willing to help out with the Socialist Government's industrial restructuring — provided he was not brought into a directly nationalised company.

The key to the recovery strategy of MFL is a boost in foreign sales. MFL, which now has two operating divisions, Berthiez Saint-Etienne in lathes and Forest-Liné in milling machines, aims to boost turnover from FF520m last year to FF700m in 1984 and FF1.1bn in 1985 almost exclusively through increasing exports.

Currently, about 60 per cent of turnover is in France — where MFL has a "satisfactory" share of 50 per cent of the heavy-duty machine tools market — with 40 per cent abroad, where market share is about 2.5 per cent.

By 1985, the aim is to bring the foreign sales total to 70 per cent of sales, boosting the French market share to 4.5 per cent.

The formerly loss-making companies now in the MFL group had no fully-established foreign sales network, relying on agents for exports.

"The one big decision that we have taken is to set up a durable presence abroad," says M Tardy.

M Tardy set up a permanent team of fully-fledged MFL salesmen in 14 foreign posts — led by the U.S., West Germany, and the Soviet Union (where MFL has FF70m worth of business) and also including South Africa, New Delhi, Budapest, Stockholm, Peking and Latin America — has alone cost FF25m. This is 4 per cent of turnover — but M Tardy hopes the proportion will fall to 3 per cent by 1987 as the dividends of higher foreign sales start to roll in.

MFL has also bought up — for a total cost, including new investments, of \$7m — the U.S. company Goldworthy, specialising in machines for working composite materials, to increase its international presence.

"The first stage is satisfactory. In place ('We didn't have that type of men before'). M Tardy says that the company is receiving twice as many inquiries for machinery from potential foreign clients than a year ago.

"The first stage is satisfactory. People know we exist," he says. The challenge now is to turn initial interest into firm orders — which in this sector can often take a year or more. Here, MFL's chairman hopes the breakthrough will come in the second half of 1984.

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The political scene

The opposition now intends to step up its campaign in the hope of forcing early legislative elections

Protests over extension of state power

"MITTERRAND—can his administration last?" asked a prominent Right-wing weekly on its front cover after the Left's defeat in the European elections.

The question exaggerates President Mitterrand's current vulnerability but that it can be credibly posed reflects the difficult political landscape that he faces.

The result of the European elections was to put the Left (Socialists, Communists and allied groups) into a clear minority in the country—polling only 39 per cent of the vote.

A week after the elections, nearly 15m people turned out in the streets of Paris for a demonstration in defence of private schools but one that also expressed growing exasperation over what an increasing number of Frenchmen see as an unwelcome extension of state power over schools, the press and their working lives.

Constitutionally, Mitterrand's position is not affected by the defeat in the European elections. He has four years to run as President. And the Socialists will maintain their absolute majority in the National Assembly which is not due to be dissolved until the first half of 1986.

Campaign heats up But the opposition now intends to step up its campaign against the government in the hope of forcing early legislative elections or of obtaining an absolute majority in the Assembly in 1986.

The Left's hope is that it will be able to minimise its losses in 1986, so as to blur the issue of which parties have a majority in the Assembly and thus allow the President room for manoeuvre in assembling a coalition to support a Prime Minister of his choosing.

Impact of EEC election results

DAVID HOUSEGO

legislative elections. It is a critical choice that he has yet to make. He had intended to shift to a system of proportional representation from the present two-round single-consortium majority voting.

The advantage was that in the event of a substantial swing against the Left it would still have safeguarded a substantial Socialist and Communist representation. It would also have allowed minority groups of the Centre to emerge as a counterweight to the Right.

Some system of proportional representation still seems inevitable. But Mitterrand's calculations have been put out by the crumbling of the Communist party in the elections, the failure of the Centre-Left to obtain even 5 per cent of the vote and above all by the spectacular success of M Jean-Marie Le Pen's National Front party.

With 11 per cent of the vote in the elections, the extreme Right wing National Front scored as high a proportion of the votes as the Communist Party. M. Mitterrand has no wish to see them as strongly represented in the Assembly.

It is the prospect of the 1986 electoral battle and the threat of the subsequent conflict between the Assembly and the President that now dominates all political calculations. M. Mitterrand has to decide this summer on a replacement for M. Pierre Mauroy as Prime Minister and on the shape of the cabinet reshuffle that will accompany this change.



M. Jean-Marie Le Pen, leader of the National Front Party: a spectacular electoral success

culity is that it has become increasingly difficult to reconcile the demands of a leftward leaning Socialist party with the wishes of a country that wants to be ruled from the centre.

A substantial faction of the Socialist Party blames M Delors' economic policies for both the defeat in the elections and the discouragement of its rank and file — as emerged from the recent meeting of the party's ruling committee.

But not only do M Delors' policies command an increasing, if reluctant national consensus. But both the results of the elections and the demonstration in Paris on June 24 show a growing public impatience for the Marxist left.

Criteria M Mitterrand's recent statements also suggest that he would like the Government to promote a more middle of the road image. If his criteria in choosing a new Prime Minister are based more on rallying public opinion than uniting the Left he could well look to M Michel Rocard, the current Minister of Agriculture.

liberal front runners — M Louis Mermaz, President of the National Assembly, M Pierre Bérégovoy, the Minister for Social Affairs or M Laurent Fabius, Minister for Industry.

For the Communists, their unexpectedly sharp setback in the elections has put in doubt both the leadership of the party and the policies it will follow.

Notwithstanding his denials, M George Marchais, the party Secretary General, is unlikely to survive the next party Congress at the beginning of the year.

On the Right, the European election result which gave the combined neo-Gaullist RPR and the centrist UDF 42.2 per cent of the votes — or less than they won in the elections in 1979 — has shown that the Government's difficulties have not directly benefited the traditional opposition parties.

The two major wings of the opposition each have their problems. The UDF was weakened in the run-up to the European elections by M Chirac's forcing on them a joint opposition party list. The result was that they were eclipsed by the RPR's organisation and weight of numbers as M Chirac intended that they should be.

Beyond this they are now involved in a bitter internal squabble over whether M Raymond Barre, the former Prime Minister, or ex-President Giscard d'Estaing should be their leader. The UDF represents a mixture of Liberal Con-



With the prospect of the 1986 electoral battle, M Mitterrand's recent statements have suggested that he would now like the Government to promote a more middle-of-the-road image

servatives and radicals but has little organised base.

The elections confirmed that M Chirac runs the best organised political party in France. But the extent to which M Le Pen has eroded RPR support on the extreme Right caught him by surprise.

'A demagogue' Having denounced M Pen as "a demagogue" during the campaign, it is difficult now for M Chirac to reach an agreement with him. But he has yet to decide whether to try to outflank him by sharpening his attacks on the Government or whether to seek some accommodation later.

But over the longer term the major preoccupation of the Right is what course to follow should they achieve a Parliamentary majority in 1986. For there are both temptations

and dangers for them in accepting to form a government while M Mitterrand remains as President.

The temptation is that it gives them a chance to dramatise their policies of denationalisation, revoking the press and private education bills and liberalising credit.

The danger is that M Mitterrand retains the power to dissolve the National Assembly at any time should their administration begin to falter.

Former President Giscard d'Estaing favours a "cobabitation" with the Left on the grounds that he would have accepted M Mitterrand as Prime Minister in 1978 if the Left had won the legislative elections that year. M Raymond Barre is firmly against, while M Chirac is hesitant. But all are preparing themselves for the long electoral battle ahead.

Governing under an electoral cloud

CONTINUED FROM PAGE ONE

wake of the Socialist's third devaluation, political Paris this summer waits on M Mitterrand to make up his mind.

Nothing better illustrates the monarchial nature of the 5th Republic and the extent to which M Mitterrand has taken over its powers, than the rumours that at such moments can sprout from his slightest word.

In attempting to rebuild a new national majority, M Mitterrand cannot rely on the Left alone.

The Communist party is now too weak to make a substantial contribution. As M Jacques Delors, the Finance Minister, said at the recent meeting of the Socialist party's ruling committee, even if the Socialist score another 10 points — 30 (per cent) + 12 (per cent) does not provide a majority.

The major question is thus whether M Mitterrand will openly embrace this middle ground by either dispensing with the Communists or reducing them to an even more minor role in the Government.

Such a substantial shift to the centre under a social-democrat banner would be unpopular with a large part of the Socialist party. They already feel ill at ease with many of the Government's orthodox fiscal and monetary policies.

M Mitterrand has nonetheless been moving in this direction. In an interview before the European elections he sketched out policies that put more emphasis on corporate profitability, international competitiveness, a decentralisation and the Socialists demonstrating their competence in running the economy.

All this is a far cry from M Mitterrand's earlier belief in economic interventionism and his flirtation with protectionism and mulling France out of the EMS.

Which ever way the cake is carved there is no reason to assume that there will be any significant change in economic policy. The Government has been consistent in its pursuit of anti-inflationary goals. It needs to continue on that track if it is to avoid a renewed worsening of the trade deficit and a further build-up in France's foreign debt. The emphasis on achieving a "convergence" of economic poli-

cies with that of the other main industrialised nations is in line with M Mitterrand's European and East-West policy objectives. In industrial policy there has not been the same consistency. The Government pressed the state-owned steel companies to bring their accounts into balance and then pushed aside M Raymond Levy, the head of Usinor who has been the main advocate of profitability.

It bailed out Chapelle Darblay while declining to do the same for Creusot-Loire. It has argued the case for industrial reorganisation but then curbed Citroën, the private car manufacturer, from laying off employees.

Tough decisions Much of this confusion lies at the door of M Laurent Fabius, the Minister of Industry, who has proved one of the surprise disappointments in the Cabinet.

But in the months ahead some of the most difficult decisions the Government faces are in cutting back the labour force in the automobile industry, the shipyards and in heavy engineering.

Up to now M Mitterrand has benefited from the divisions of the Right. The neo-Gaullist RPR and the centrist UDF only polled 43 per cent of the vote in the European elections.

They have been weakened by the rivalries between M Jacques Chirac, Mayor of Paris, M Raymond Barre and former President Giscard d'Estaing. But they are in broad accord on putting through an ambitious programme of denationalisation, of revoking the Press and private school bills and on removing price and exchange controls should they return to power.

On one point all parties, except the Communists have shifted ground in a way that brings them closer together. There is increasingly a consensus in France on the importance of strengthening European collaboration. President Mitterrand has wide backing for the emphasis he has put on Franco-German co-operation, on providing a "European pillar of defence" and on greater political unity.

In this sense the agreement at Fontainebleau over the British budget contribution was greeted with relief as ending a tiresome quarrel that now enables Europe to broaden its horizons.

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Decentralisation: FT Correspondents show how three diverse regions are reacting to changing policies

# Farmers worry over Spanish competition

THE SHADOW of Spain's entry into the EEC hangs heavily over the south-west region of Languedoc-Roussillon. "The timing is wrong," says M Raymond Chesa, mayor of Carcassonne in the heart of the wine growing belt of the Midi.

In Montpellier, the region's capital and its most industrialised town, there are a good many people who concede both the political necessity of Spain's entry into the EEC and argue that the Catalan area around Perpignan and Barcelona potentially opens up new markets for the south west.

But in a predominantly agricultural region in which wine and fruit are the major produce, there is no doubt that M Chesa's view that the local economy is too fragile to withstand at the moment Spanish competition, is the majority one.

The basic wine of the Midi is sold at FFR 15 a litre as compared with a price of FFR 9.50 in Spain. Spain, as the Midi producers never cease to point out, is potentially the largest wine growing region in the world.

Fresh fruit from the region—peaches, apricots, pears, cherries—is protected against about a 20 per cent tariff from Spanish produce. But the fruit growers have already lost the canning market in France to Greek and Polish exporters.

It is in large part because of the disruption that Spanish entry threatens to cause in the region that the Government has been giving it special attention. Under the new regional plans agreed with the Government and the local authorities, Languedoc-Roussillon has been granted more funds per head than virtually any other region in France.

President Mitterrand at his recent conference on the linked Languedoc-Roussillon with Lorraine as another area also facing difficult economic problems. He has made a point of announcing that he will visit it shortly.

In political terms the region has traditionally voted left—socialism tinged with the conservatism of the winegrowers and which also reflects the resentment of a distant province against the central (and often right wing) governments in Paris.

Behind these accusations lies both political differences and the long standing rivalry between the neighbouring towns of Nîmes and Montpellier. Montpellier has prospered over the last 20 years nearly doubling

its population to 200,000. It has benefited from being a university town, has attracted IBM which employs 3,000 locally and spawned several sub-centres for national organisations like Electricité de France, and saw both its wealth and population boosted by the return of the former French settlers in Algeria.

Nîmes meanwhile slumbered under its unimaginative Communist leadership with a population of only 150,000. M Boussquet is determined to change this image of a stagnating Midi town. He has begun by organising a rash of festivals and cultural events that have put the town on the front page of national papers. He is also establishing closer links with Avignon, Orange and Arles—three towns of Provence all with a Roman past—to bring them together on a common tourist circuit.

As a result of the decentralisation introduced in 1982, Languedoc-Roussillon has five other regions drawn up a regional plan determining investment priorities in liaison with the Government and the five departments that come under its wing.

But the municipality of Nîmes—the second largest town in the region which elected in March 1983 M Jean Rousset, the head of the Cacharel textile firm as its new mayor after over 20 years of Communist control of the city—is seething in its condemnation of the new regional authority.

"Decentralisation has resulted in investment allocations being increasingly politicised," says M Jean-Louis Olivier, who runs the Mayor's office. He accuses M de Capdeville of being "sectarian" and imposing projects favoured by Nîmes.

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elections reflecting disenchantment with the Government and the wine and fruit growers' sense of betrayal over the about-turn in Socialist policy over Spanish entry.

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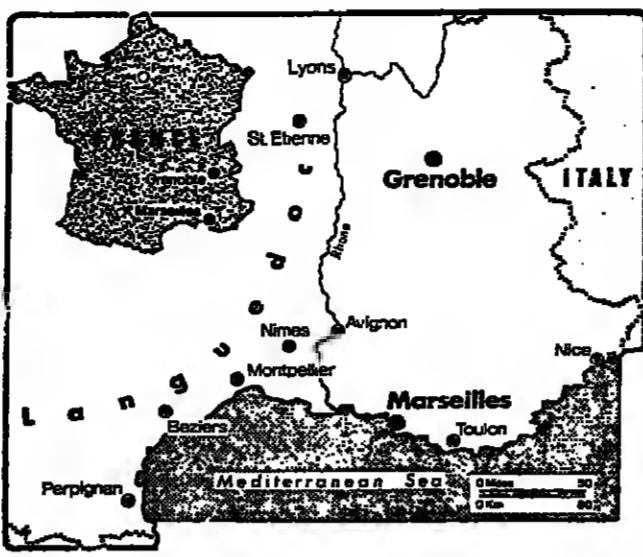
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ENTERPRISE IN LANGUEDOC-ROUSSILLON

# Success for fruit canning project

NEW INDUSTRIAL ventures have of late been rare in Languedoc-Roussillon. An example of the type of small scale enterprise that the region would like to encourage is the newly established canning firm of Condifruit at Pont Espirit on the north east border of the province.

Condifruit started up two years ago. Its turnover has since doubled to FFR 48m in 1983-84. As a privately held company, it does not disclose its profits. But because of its rapid expansion it has just boosted its capital from FFR 20,000 to FFR 2.5m. Among the new shareholders in the company is Soridex—a newly created regional investment set up specifically to help new industries.

The company was the brainchild of M Bernard Laguerre, a former employer of Condifruit, and an associate. Two ideas were behind the project. The first is that South West France has a climatic advantage over other Mediterranean or northern countries in growing soft fruits—strawberries, raspberries, blackberries and myrtilles.

By contrast, Greece, Spain nor Poland can produce fruit such as peaches and apricots far cheaper and as a result have captured over 90 per cent of the French canned market in such products.

The second idea was to maintain continuous canning throughout the year by using frozen fruit and thus spread production costs.

Most European canning companies (in soft fruit only during the season thus incurring heavier production costs).

A major key to Condifruit's success has also been the substantial margins from which it has benefited in the French domestic market. The cost price for Condifruit of a kilo of tinned strawberries is FFR 6, while the company can place with them with wholesaler at FFR 11 a kilo. In Britain or Germany the equivalent sales price is FFR 7-8 francs a kilo.

"We have to make our profits in France," says M Laguerre, and "sell what remains abroad."

In fact the French market is tiny. France only eats 1,200 tonnes of canned strawberries, raspberries, blackberries and myrtilles a year compared with the 15,000 tonnes of tinned raspberries and strawberries consumed in West Germany.

Condifruit has a production capacity of 2,500 tonnes a year. Thus 60 per cent of output is currently exported.

M Laguerre hopes by pushing domestic sales to reduce that proportion to 50 per cent. As it has established three storage depots at Lille, Nancy and Lyon as the basis of its domestic distribution and also close to its foreign markets.

For local producers, Condifruit provides an alternative and more stable market to selling their fruit fresh. It pays producers a little more than the going price but insists on high quality. M Laguerre believes that it is only by emphasising quality that French canners can maintain a presence against competition from cheaper products in Southern and Eastern Europe.

# A trend-setter in urban renewal

## Grenoble region

DAVID MARSH

GRENOBLE, France's Alpine capital, proudly nurtures a reputation for excellence among the country's provincial cities as a political and economic trend-setter. Famed equally as the birthplace of French hydro-electricity during the 1890s and as the spectacularly modernistic setting for the 1968 winter Olympics, Grenoble has come to symbolise France's latest post-war dash for urban development and industrial renewal.

Now, 16 months after a landmark change of leadership in the city council after the Rightwards swing in the March 1983 municipal elections, Grenoble may be better known not with some apprehensions about the future—to another change of trend with nationwide implications.

In one of the biggest shocks of last year's council polling, the 18-year hold of the Socialist mayor, Hubert Dubedout (now 61)—an urban reformer once tipped as Prime Ministerial material if M Francois Mitterrand ever made it to the presidency—melted away like spring snow on the surrounding hillslopes.

In came an upstart from a new generation, M Alain Carignon, 35, a no-nonsense business-supported member of M Jacques Chirac's neo-Gaullists. The new mayor has brought in an almost Thatcher-style policy of cutting the municipality's interference in the local economy so as to attract investment and, eventually, boost jobs.

For all its flair as the mini-Silicon Valley of the Alps, Grenoble is suffering badly from the recession.

Unemployment in an area renowned nationally and internationally as a boom-town, is an unblemished 8.5 per cent, only just under the national average of 10 per cent. New jobs created in electronics over the last few years have been outweighed by a tide of redundancies in construction, metalworking and other traditional sectors.

It is precisely at this difficult moment that M Carignon has chosen to put into action what he admits is a "delicate operation." A local dress rehearsal for what M Chirac would like

to put into effect on the national level, this is to roll back the Grenoble public sector (which altogether employs about 11,000 people) by trimming jobs in areas like hospitals and municipal services and returning some parts, on a case by case basis, to private hands.

Both the jobs cuts—through measures like early retirement—and privatisation will be made without trauma, M Carignon says. But the young mayor has already made a start in a particularly symbolic area by agreeing a plan for the Olympian omnisport hall, the Palais des Sports, to be run by a private company.

M Carignon, now has collected a European Parliament seat in Strasbourg as a result of his comfortable local victory in last month's EEC elections, (where he was 11th in the joint Opposition list headed by Mme Simone Veil).

Sitting in the white-walled space station-like mayoral parlour of the glass-and-marble Dubedout-built town hall, the moustached M Carignon looks less cavalier and more worried than on his election posters.

Strongly supported by the local Chamber of Commerce (where he previously worked during years of effort to work his youthful way up the Grenoble political ladder), M Carignon is determined to continue the Dubedout job of building up the city's metropolitan status—but, he hopes, at less cost.

The aim is to cut back annual municipal spending growth (which was running, he says, at around 15 per cent when he arrived) to zero by 1987/88, so as to cut the tax burden particularly on companies.

The first 10 years of M Dubedout's rule, up to 1975, was a decade of almost unbridled spending. M Carignon, like M Dubedout for all but two years of his 18 year rule, has to co-ordinate financing for the city's infrastructure with a central Paris government—the opposite political tune.

A more direct problem, in pulling in public-sector investment however is that "we are considered prosperous — although we still have our problems," he says.

Like other areas richly endowed with high rates of growth, the Rhône-Alps region generally is at the bottom of the list for attracting development spending. In the Grenoble case, this has led to fears that, despite its evidently attractive industrial environment, state neglect could spell the end of the post-war boom.



The go-ahead M Alain Carignon, Mayor of Grenoble, 35: he has now won a seat in the European Parliament in Strasbourg.

to bringing the 1992 Winter Olympics to the Grenoble region. But he admits that the chances of staging another Olympics in France will be slim if M Chirac, who is also the mayor of Paris, succeeds in bringing the main 1992 Olympic games to the capital.

Whatever his tilt at state intervention, M Carignon will be relying on government funds to cover half the FFR 650m cost of a planned tramway system to ease the city's chronic traffic problems.

Other public infrastructure measures such as a new dam project and the completion of the Grenoble-Valence autoroute—should help bring much-needed work — to stop the haemorrhage in the region's construction companies.

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# Struggling against an unhappy reputation

MARSEILLES on a sunny day in summer can give a most misleading first impression. The old harbour of France's second largest city after Paris is a Mediterranean picture postcard scene with its town hall, its fish market, its bouillabaisse restaurants. The region around the city, especially along the coastline, is some of the best Provence can offer.

But Marseille is also a city with an unhappy reputation. And it does not take long to realise why. There is a sense of decay in the old city centre largely inhabited by Marseille's huge North African immigrant population.

Crime and vandalism are a way of life. The shadow of the drug trade hangs heavily over the city.

Indeed, Marseille has recently been called the "ville des affaires" because of its constant flow of scandals.

Politics in Marseille are something special, too. For the past 30 years the port has been run by its veteran mayor M Gaston Defferre, the French Interior Minister. M Defferre has ruled over the city like a despot although his Socialist party has always been in electoral terms the weakest of the main French political parties.

## Marseilles region

PAUL BETTS

Ciotat and La Seyne are threatened with more large scale layoffs and, in the case of one of them, possible closure.

The pro-Communist CGT union organised an unauthorised visit to the La Ciotat yard in the local population and interested visitors.

"We want to show how this town depends on this yard, how modern and potentially competitive it is and what a tragedy it would be to see it slowly die," said a CGT official taking groups of visitors on a guided tour of the yard.

keep the Communists out of the local administration after the French left came to power three years ago and President Mitterrand decided to associate the Communists with the Socialists in government. This and the local impact of the Government's economic austerity programme nearly cost M Defferre his throne in the town hall in last year's municipal elections.

It is also no coincidence that the extreme right National Front scored one of its highest votes in the European elections in June in the Bouches-du-Rhône department embracing Marseille.

The National Front, which emerged as the big winner of the recent elections in France and a potentially major national political force in France, polled 19.5 per cent of the vote in the department. This was more than the Communists who could only muster 17.9 per cent compared with 18 per cent in the European elections five years ago.

It took more than ten years to complete. But finally Marseille has officially opened its Mediterranean World Trade Centre designed to help revitalise this ancient port city and promote trade relations between Marseille, France and ultimately northern Europe with the countries throughout the Mediterranean, North Africa and the Middle East.

The Communist Party's association with the Government's economic policies clearly cost the party votes locally. By contrast, Greece, Spain nor Poland can produce fruit such as peaches and apricots far cheaper and as a result have captured over 90 per cent of the French canned market in such products.

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Most European canning companies (in soft fruit only during the season thus incurring heavier production costs).

A major key to Condifruit's success has also been the substantial margins from which it has benefited in the French domestic market. The cost price for Condifruit of a kilo of tinned strawberries is FFR 6, while the company can place with them with wholesaler at FFR 11 a kilo. In Britain or Germany the equivalent sales price is FFR 7-8 francs a kilo.

—to develop and modernise the city and its region.

You are either for or against the mayor. That's how it is in Marseille," says a member of the Right-wing opposition. "But even though I don't like M Defferre, I must agree that it needs a strong man to run a city like this one."

Long search

In the face of its barren industrial landscape and the crisis of its traditional industries including among them the very harbour, Marseille has been searching for a way to bring back to the area some economic prosperity.

GRENOBLE, France's Alpine capital, proudly nurtures a reputation for excellence among the country's provincial cities as a political and economic trend-setter. Famed equally as the birthplace of French hydro-electricity during the 1890s and as the spectacularly modernistic setting for the 1968 winter Olympics, Grenoble has come to symbolise France's latest post-war dash for urban development and industrial renewal.

Now, 16 months after a landmark change of leadership in the city council after the Rightwards swing in the March 1983 municipal elections, Grenoble may be better known not with some apprehensions about the future—to another change of trend with nationwide implications.

In one of the biggest shocks of last year's council polling, the 18-year hold of the Socialist mayor, Hubert Dubedout (now 61)—an urban reformer once tipped as Prime Ministerial material if M Francois Mitterrand ever made it to the presidency—melted away like spring snow on the surrounding hillslopes.

In came an upstart from a new generation, M Alain Carignon, 35, a no-nonsense business-supported member of M Jacques Chirac's neo-Gaullists. The new mayor has brought in an almost Thatcher-style policy of cutting the municipality's interference in the local economy so as to attract investment and, eventually, boost jobs.

For all its flair as the mini-Silicon Valley of the Alps, Grenoble is suffering badly from the recession.

Unemployment in an area renowned nationally and internationally as a boom-town, is an unblemished 8.5 per cent, only just under the national average of 10 per cent. New jobs created in electronics over the last few years have been outweighed by a tide of redundancies in construction, metalworking and other traditional sectors.

It is precisely at this difficult moment that M Carignon has chosen to put into action what he admits is a "delicate operation." A local dress rehearsal for what M Chirac would like

to put into effect on the national level, this is to roll back the Grenoble public sector (which altogether employs about 11,000 people) by trimming jobs in areas like hospitals and municipal services and returning some parts, on a case by case basis, to private hands.

Both the jobs cuts—through measures like early retirement—and privatisation will be made without trauma, M Carignon says. But the young mayor has already made a start in a particularly symbolic area by agreeing a plan for the Olympian omnisport hall, the Palais des Sports, to be run by a private company.

M Carignon, now has collected a European Parliament seat in Strasbourg as a result of his comfortable local victory in last month's EEC elections, (where he was 11th in the joint Opposition list headed by Mme Simone Veil).

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Strongly supported by the local Chamber of Commerce (where he previously worked during years of effort to work his youthful way up the Grenoble political ladder), M Carignon is determined to continue the Dubedout job of building up the city's metropolitan status—but, he hopes, at less cost.

The aim is to cut back annual municipal spending growth (which was running, he says, at around 15 per cent when he arrived) to zero by 1987/88, so as to cut the tax burden particularly on companies.

The first 10 years of M Dubedout's rule, up to 1975, was a decade of almost unbridled spending. M Carignon, like M Dubedout for all but two years of his 18 year rule, has to co-ordinate financing for the city's infrastructure with a central Paris government—the opposite political tune.

A more direct problem, in pulling in public-sector investment however is that "we are considered prosperous — although we still have our problems," he says.

Like other areas richly endowed with high rates of growth, the Rhône-Alps region generally is at the bottom of the list for attracting development spending. In the Grenoble case, this has led to fears that, despite its evidently attractive industrial environment, state neglect could spell the end of the post-war boom.

Other public infrastructure measures such as a new dam project and the completion of the Grenoble-Valence autoroute—should help bring much-needed work — to stop the haemorrhage in the region's construction companies.



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# World Trade Centre opens at last

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It is also no coincidence that the extreme right National Front scored one of its highest votes in the European elections in June in the Bouches-du-Rhône department embracing Marseille.

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# THE SYSTEMS APPROACH

Thomson-CSF is the third group in the world in the field of industrial and government electronics; through its Equipment and Systems Division, it designs and builds major aeronautical, marine and land-based systems for defense and civilian applications, which have been installed on every continent.

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## THOMSON-CSF

# Uncertainties hang over financial system

"At the moment, the nationalised banking sector finds itself in a situation of fragile status quo. But in the long run, the state is certainly not the best shareholder to resolve the two problems faced by the banking system: the lack of capital and the challenge of future (structural and technological) changes."

This excerpt, from a generally highly critical report, published last month by the right-wing dominated French Senate, illustrates the uncertainties hanging over the banking system which persist 24 years after the sweeping extension of public ownership in February 1962.

The Socialist Government's intention, carried out in the haste of President Mitterrand's 1981 election victory but long-nurtured during the Left's 23 years in opposition, was to shake up France's banking structures and make the banks more responsive to the needs of individual and corporate clients.

The shake-up has certainly been carried out, although it has gone much less far in the direction of overall state control than some of the Government's left-wing supporters (the Communists, above all) would have liked.

Many of the 36 commercial banks and two financial holding companies (the Paribas and Suez groups) nationalised in 1982, have undergone important structural changes, in some cases to repair the consequences of past management errors, in others to alter their course of action towards areas like helping support small businesses.

In general, both the newly-nationalised institutions and the big three banks already in state ownership since 1945 have been drawn more closely into the mesh of government machinery traditionally in action in France for bailing out companies in difficulties and fulfilling other state-ordained aims such as promoting exports or helping finance the budget deficit.

But they have avoided becoming mere appendages of the Government in its efforts to pour financial balm on recession-hit French industry. As the Senate report itself pointed out—and as nationalised bank executives say with a relieved

## Banking and finance

DAVID MARSH

shrug of their shoulders—a wholesale revolution of the banking system has not been, and seems unlikely to be, put into motion.

The overall fall in banking profits since 1981 (although they rose slightly last year compared with 1982) would no doubt have taken place anyway.

The banks, particularly the big three and the largest institutions taken over in February 1982, have in general been protected from the worst consequences by a series of factors. These are the quality of their new chairmen and continuity in other senior management, the Government's need to maintain standards of banking prudence to reassure foreign creditors and, most important, the overall shift in policy towards economic "realism" after the belt-tightening measures of March, 1983.

## Consequences

As betts a move which was largely political in motivation, the positive economic effects of the nationalisations, such as they exist, are bound to be scattered and intangible. The negative consequences have, however, over the past two years come all too visibly to the fore.

This has stoked up passions among those in the right-wing opposition calling for prompt denationalisation after the next elections. Seasoned bankers who lived through the nationalisation drama, led by M Pierre Moussu, the ex-chairman of Paribas, have warned against over-hasty returning of the banks to private ownership in order to avoid repeating the dislocations from which they



Daniel Deguen: his dismissal as chairman of the newly-nationalised Credit Commercial de France (CCF), can be seen as a warning not to overstep the mark in independent-mindedness.

have suffered in the past three years.

De-nationalisation, perhaps progressively by step-by-step re-entry of private capital through share issues on the bourse, is certain, however, to remain a hot political topic during the run-up to the 1986 and 1988 elections—and may be inevitable even under a moderate form of Socialist-led government.

Certainly, M Mitterrand and his ministers now pay lip service to the idea of lessening state control throughout the economy in order to speed up and improve decision-making. This is needed especially in an area like banking, vitally affected by world-wide competitive pressures caused by financial market deregulation and introduction of sophisticated electronics.

Recent decisions affecting the banks have hardly given bankers unshaken confidence in their autonomy. During the latest few weeks of feverish negotiations on the future of Cressot-Loire, the Government, it is true, has refrained from the twisting of bankers' arms which accompanied previous rescue packages (and was also a tradition in France under the previous government).

The abrupt dismissal announced last month of M Daniel Deguen, a former top

Treasury official who had been chairman of the newly-nationalised Credit Commercial de France (CCF) since May 1982, underlines that the Government will tolerate only a limited amount of independent-mindedness.

M Deguen was selected for removal not because his bank had been performing especially badly nor because of excessive outspokenness. He had complained about regimentation by the Treasury in connection with the previous Cressot-Loire bail-out agreed last autumn. But other bankers such as M Jacques Maroux of Société Générale have been more publicly critical of using bank funds to support improperly conceived industrial restructuring.

Rather, as a figure whose disappearance would not cause too much of a stir in foreign financial circles, M Deguen was replaced (in a decision made by the Elysée rather than the Finance Ministry) as a warning to other chairmen not to overstep the mark. The next few months will show whether they have received the message.

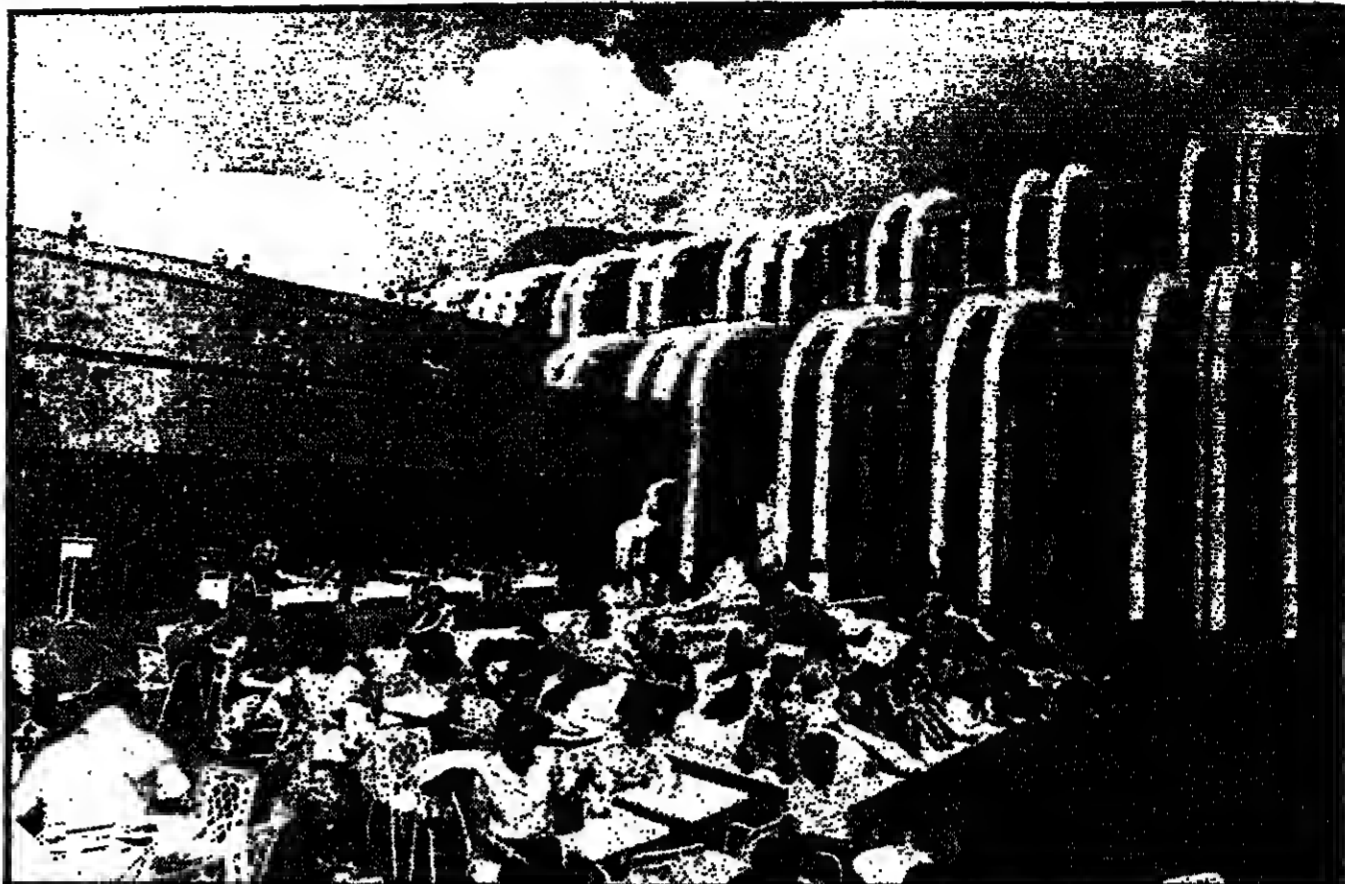
Compared with the ideological question of state interference in the economy, a much more pressing reason for re-introducing private capital into the banks is simply to alleviate their own financial positions—and, indirectly, the state's. Indeed, the Government has already taken a step in this direction by allowing some nationalised banks, led by Banque Indosuez and CCF, to approach the bourse this year to raise non-voting loan stock (Titres participatifs—halfway in character between bonds and equity).

With the benefit of hindsight, the Government now sees that some of the banks taken over in 1982 were in a state of ludicrously generous terms to shareholders. They include Banque Rothschild (now Européenne de Banque), Banque Verne, and Banque de l'Union Industrielle. These banks have suffered large losses during the last two years and have had to be propped up through injection of scarce funds from the Government and other financial institutions.

## Lower levy

Faced with the need to strengthen the banks' balance sheets to allow room for much increased provisions on foreign and domestic risks, the Government has had little choice this year but to lower slightly its levy on the banks' profits in the form of dividends and payments to the Nationalisation Compensation Fund. This fund, financed mainly from the budget, has paid out FF 12bn alone to former shareholders in nationalised banks over the past three years.

The state, burdened by the need to finance losses and support investment among the industrial companies taken over in 1982, clearly has had to spare to boost capital among the banks. The big three, having received no extra equity from the state since 1945, are used to this treatment, and have developed ingenious ways of retaining earnings within the bank. Mitterrand's 1983 by Banque Nationale de Paris) to compensate for lack of share capital.



The transformation of Les Halles in Paris proves popular with the tourists on a shopping spree

# A major role in the economy

## Tourism industry

PAUL BETTS

WHICH SECTOR of the French economy employs more than 1.5m people directly or indirectly, produces a foreign surplus of FF 22bn a year and a further FF 6.5bn in annual exports of equipment and know-how; and accounts for between 9 per cent and 10 per cent of French gross domestic product? The answer is not the car industry nor the oil industry and certainly not the steel industry. Surprising as it may seem, it is the tourism industry.

The major role which tourism plays in the French economy, however, has often been taken for granted. It took the Government's decision to impose (and later lift) a battery of new additional foreign currency controls last year to send representatives of the tourist trade and travel agencies demonstrating for the first time in the streets of Paris.

The new credit controls, including a foreign travel limit of FF 2,000 per adult a year, were part of the Government's efforts to introduce an economic policy of austerity after an initial and unfortunate socialist experiment in economic expansion.

The demonstrations by the French travel trade brought together a profession that has traditionally been very scattered, relatively badly organised given its overall weight in the economy and suffering from a sense of general indifference.

They also helped, it seems, draw greater attention on the part of the authorities to the problems and importance of an industry which could clearly play an increasingly important role in the country's economy in the future.

A report just published by the French Economic and Social Council, the State economic advisory institution, draws attention to the potential of the tourist sector for the French economy. The report was put together by M Gilbert Trigano, one of the world authorities on tourism and chairman of Club Méditerranée, the leading French holiday operator. M Trigano has also acted as one of President Mitterrand's advisers on industrial problems.

As one of the main so-called service industries, tourism is bound to grow in future years. M Trigano points out in the report that the future development of industrialised countries will probably be centred on the high technology and services industries.

But M Trigano's report also warns that the French tourist trade is at a crossroads and that the country must not on any account risk missing the future evolution of the trade.

## Rapid change

"The tourism environment is evolving very rapidly; the habits of tourists are becoming more diversified; international competition is becoming more intense; new technologies are appearing on the scene. Tourism can thus no longer develop without a real strategy," says the Economic and Social Council report.

A new realistic strategy for the sector will have to imply a stronger effort by the French Government to promote the country's tourist trade. In the past 12 months the foreign balance of the industry has been boosted both by the strengthening of the U.S. dollar against the franc (hence encouraging more Americans to visit France) and by the foreign currency controls subsequently abolished.

Nonetheless, the surplus at

FF 22bn last year was significant. Sales of French tourist equipment and know-how abroad earned the country an additional FF 6.5bn more than doubling from FF 3bn five years ago.

At a time when the government is seeking to encourage French export performance to reduce the trade deficit and bring it back to balance next year, the practical support given to the tourist sector appears grossly inadequate.

The tourism budget itself accounts for only 0.027 per cent of the total French state budget. If all the expenditures connected directly or indirectly with tourism by the various French ministries were added, the total would only still amount to 1.4 per cent of the overall state budget.

There are some even more worrying statistics of the dearth of state support. The French government last year spent only US\$5.2m to promote the domestic tourist industry.

Compared to the French \$5.2m, West Germany spent \$13.5m to promote tourism last year, Greece spent \$12.5m, the UK spent \$12.2m, Spain, the Italy, and Switzerland all spent more than \$9m each and even Belgium spent more with \$5.7m last year.

Moreover, France spends less than its main competitors to promote tourism in its key foreign markets.

In the U.S. last year, the French authorities spent a meagre \$380,000 compared with \$2.2m by the UK, \$1.4m by Ireland, \$1.3m by West Germany and \$1.2m by Spain.

In West Germany last year, France spent FF 1.5m on promotion while Italy spent the equivalent of nearly FF 10m.

M Trigano has suggested an original idea to help promote French tourism more effectively abroad. This would involve a

so-called "carnet de tourisme" or special tourist promotional book whereby if a foreign national bought in his own country a French product he would receive a credit in his special book. He could thus accumulate a series of credits offering him discounts on a holiday in France.

## Challenges

But a more adequate level of promotion and financial support is only one aspect of the problem. The French tourist profession must also become more industrially minded. Although the sector gives employment to more than 1.5m people, about 90 per cent of tourist enterprises employ ten people or less.

To meet the challenges and changes of the future, many of these enterprises may have to be regrouped in one way or another to achieve necessary economies of scale.

Moreover, the "new communication techniques will have to be increasingly introduced in the sector as a whole to make it competitive. At the same time a greater linguistic effort will have to be made by the trade, especially with the English language.

The current policy of decentralisation in France is likely to represent a big boost for the tourist industry. This policy—one of the major components of the government's Ninth Plan and a major commitment of the Mitterrand administration—is designed to give slowly greater autonomy to the regions on their local affairs.

In the case of tourism, this could translate itself in an increased awareness at local level of a region's tourist potential. And there is no shortage of beautiful regions in France, all with their own different personalities and characteristics.

## THE IRRESISTIBLE FRENCH HIGH TECH APPEAL.



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LYON, THE CITY THAT'S BUILDING WHAT OTHERS ONLY DREAM OF.

## TV cable programme

PAUL BETTS

"I THINK it's quite appropriate that we should be launching this experimental cable television network in a castle," remarked M Louis Mexandeau, the French Post and Telecommunications (PTT) Minister, during the official presentation of the experimental cable project at Biarritz, the "bella époque" summer resort in south-western France.

During the presentation of the Biarritz network and its videocommunications services, M Mexandeau gave a dramatic demonstration of the telephone by holding a public telephone conversation with President Francois Mitterrand who could be seen talking on the screen connected to the videophone.

The Biarritz network is a trial optical fibre cable system which will soon provide interactive sound and video services to 1,500 local subscribers. These services range from television programmes to a wide variety of telecommunications applications like access to an electronic directory and direct video communications with shops and other local services whereby a subscriber can see on a screen and speak directly to a salesman among a host of other services.

But the Biarritz optical fibre test programme is an expensive, some would go as far as calling it an extravagant venture. By the time it is completed, it will have cost about

FF 600m to wire up a meagre 1,500 local residents. But it is also an entirely bold gamble. The Mitterrand government has decided to take by launching a nationwide programme to cable France with optical fibres.

President Mitterrand gave the green light for what is undoubtedly the most ambitious programme of its kind in Western Europe a few months ago. The nationwide optical fibre programme is expected to cost between FF 4.5bn to FF 6.0bn during the next 15 years. And it is designed to bring to the country not only new multi-channel television services, but set the foundations for the development of a whole new generation of telecommunications services.

## Risky schemes

The gamble France is taking is that it is opting for a radically different approach from other European and North American countries, which have either proceeded cautiously with state-backing or allowed private sector money to develop networks under franchising systems.

The French socialist government in classic interventionist or dirigiste approach, have decided to go ahead with a far bolder and riskier scheme.

Some critics are already asking whether the cable programme will not turn out to be another "concorde". It certainly fits in the grand tradition of centralised French industrial restructuring and planning to create a French electronic and computer industry, an autonomous telecommunications industry, and give France a

strong position in new growth sectors.

But the various ambitious computer programmes have, on balance, been failures, whereas the telecommunications programme, with the latest restructuring, has proved more successful. However, even though France has developed its own domestic digital switch and so-called tele-matic technology in its telecommunications industry, the costs have so far exceeded the commercial expectations of these ventures.

The French cable system will be heavily financed by the telecommunications arm of the PTT. That was the price for overall control by the French telecommunications authority of the new optical fibre network, which in turn will be operated by so-called "mixed economy" joint ventures bringing together public and private interests.

The French telecom authority is already financing the French electronic industry. As a result, its traditionally cash rich finances have started to come under pressure. Indeed, for the first time the telecoms lost money last year.

Under the circumstances, questions are already being raised on how the ambitious cable programme will be financed, especially in view of the fragile financial nature of the television cable business in general.

Many local authorities would have preferred to be able to choose between the expensive optical fibre solution and the less expensive traditional coaxial copper wiring systems. But the PTT would have nothing of it. Their argument from

the start has been that France must opt for the technologically superior optical solution.

The PTT claim that cable networks limited to television and sound services are ultimately economically unviable. They point to the recent experience in North America where after an initial frenzy of cable carry a major shake-out is now taking place in the industry.

It is now clear that achieving a satisfactory rate-of-return or even just breaking even, is difficult if cables carry only TV channels. The PTT recently argued in a paper devoted to the issue.

## Services

"What holds for the vast U.S. market is even more true for a country like France. The solution is for the cables to also carry a wide range of interactive distribution services and switched telecommunications services."

Despite the Government's commitment to go ahead with its optical fibre cable programme, the plan still faces some major political hurdles. Apart from continuing opposition, especially from the members of Right-wing held local authorities keen to have greater control on the local cable networks, cable is also competing against a mass of other communications lobbies.

The powerful French film industry, which played a key role in preventing the first French attempt to develop cable systems in the 1970s, views cable television with apprehension and misgivings.

The traditional French national television networks also

feel challenged, although they are all trying to develop services for the cable industry in order not to be left on the sidelines.

Then there is the satellite lobby where there are also important industrial interests at stake. France has recently decided to go ahead with its direct broadcasting by satellite programme (DBS-I as it is called). The government says first satellite are essential, supplementary, but it is already clear that they will also be competing head on.

Already there are fears this could lead to restrictive new legislation and regulations that could hamper the development of cable television networks and programming. These fears come on top of growing doubts about the eventual ability of the network and programmes to supply the necessary demand for new programmes as subscribers are to be persuaded to pay for the new services.

"The way I look at it is that this programme is the equivalent of a major national infrastructure investment like building a railway system or a major highway network," says M Antoine de Paris, assistant managing director at the French national television station TF1.

M Tarle has followed the cable industry from the start in France and is now working to develop his station's presence in the new industry. He explains that the Government is adopting a long-term approach to cable.

"We are building for the future," although he acknowledges the future of the French optical fibre cable programme is also a calculated gamble.



Airbus Industrie's flight line at Toulouse: A300 and A310 aircraft are tested here prior to delivery to airlines

# Fanfare for world's first 'spaceline'

ARIANESPACE, the French-led company owned by a variety of European shareholders and set up to commercialise space launches by the Ariane rocket, has been properly in business for just over six weeks. But it has already had its fair share of excitement.

Amid a brass fanfare marking the inauguration of what the company calls the world's "first commercial spaceline," a communications satellite, Spacenet-1, owned by the U.S. electronics company GTE, was placed into orbit in a perfect lift-off over the Atlantic in the early hours of the morning of May 25.

The launch, Ariane's seventh successful flight in nine lift-offs, was the first to be arranged by Arianespace under purely commercial conditions.

It also marked the first time a U.S. spacecraft has been placed in the heavens using anything except an American launcher. And, most importantly, it represented a decisive shot in Europe's long-standing goal of challenging U.S. dominance in the commercial exploitation of space.

The latest mishap of the U.S. space shuttle last month, when a questionable fuel valve aborted take-off of the Discovery's maiden flight, has added to a tangible mood of self-confidence among Ariane's European backers. The lead of France, which has provided more than 60 per cent of the \$1bn ploughed into the rocket's development, has played a vital role. And France, through the

national space agency CNES and the state-owned aerospace concern Aerospatiale, is again assuming a dominant part in the now-agreed European programme to build a heavy-duty Ariane-5 rocket for the 1990s for lifting men and materials into planned permanently-orbiting space bases.

When France provided the impetus behind the beginnings of the Ariane programme 10 years ago, the aim was simply to provide European governments and companies interested in satellite launches with an alternative space vehicle to U.S.

rockets—in order to avoid the familiar problem of an American technological monopoly. So Ariane has surprised even its backers by becoming a head-on competitor with the Americans for satellite launching orders on the international as well as the European markets.

The order agreed last month for a 1986 Ariane launch for the U.S. communications company partly owned by IBM, Satellite Business Systems (SBS) provides a case in point. The order was won in competition with Transpace, the

U.S. company formed to market satellite launches on the Thor Delta rocket. This came after SBS specifically decided against considering the space shuttle for the launch because of the Nasa vehicle's string of problems this year.

French space planners are the first to agree that the space shuttle, conceived for manned operations in low earth orbit, is a far higher performance machine than the expendable Ariane. But today's commercial satellite-launching business is almost entirely geared to placing craft in geostationary orbit 36,000 km above the earth. Now that Ariane's earlier teething problems which caused two crashes in the rocket's first five launches appear to have been sorted out, this is a job which the European rocket can carry out with equal reliability compared with the space shuttle—and at much lower cost.

The undoubted subsidy element in the Ariane programme, where prices charged to satellite customers do not take account of government-funded development costs, sparked off a formal allegation of unfair pricing last month from Transpace, plucked at losing the SBS deal.

Arianespace however was able to respond—in a riposte which is not unfamiliar in transatlantic sparring over trade subsidies—that the real culprit in the matter is Nasa, which recoups only a small fraction of launch costs from the prices it charges to space shuttle customers.

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## Nuclear energy developments

DAVID MARSH

THANKS TO the far-sightedness and drive of French nuclear technocrats during the 1960s and 1970s—and the lack of administrative and judicial obstacles placed in their way—France now has an atomic energy industry which rivals the U.S. in international competition.

From its position of technological laggard during the 1950s compared with the wartime atomic collaborators, the U.S. and Britain, France has leapt ahead to the forefront of nuclear development.

With 38 nuclear power plants installed (of which 30 are pressurised water reactors, although some are not fully operational and work ahead on another 24 PWRs started between 1976 and 1983, France's N-plan "park" is the world's second largest after that of the U.S.

Installed capacity in commercial operation at end-1983 was 25,650 MW against 63,050 MW in the U.S., but ahead of the Soviet Union with 19,260 MW.

Unlike most other industrialised and developing countries, where nuclear expansion plans have been severely hit in recent years by opposition movements, safety worries, construction delays and soaring costs, France's nuclear capacity today shows only a modest slippage compared with plans drawn up five or six years ago.

With 48 per cent of electricity last year produced from N-plants, France has the highest proportion in the world of nuclear-generated domestic electricity (against 17 per cent for Britain, and 13 per cent in the U.S.).

The share is due to rise to 75 per cent by 1990, and already during the first four months of 1984 it jumped to 62 per cent. This follows Electricité de France's efforts to accelerate phasing out of fossil fuel-burning power plants so as to maximise capacity use of the nuclear network.

Even an relatively optimistic economic growth assumptions,

and supposing too that EDF succeeds in its vast campaign launched last year to increase the penetration of electricity in French industry, France by 1990 faces the clear prospect of over-capacity in its nuclear "park."

By the end of the decade, as a result of completion of plants already embarked upon, nuclear generating capacity will rise inexorably to around 58,000 MW. Critics of the "disproportionate" nuclear programme (of whom there are not many in France), such as the Socialist-leaning CFTD trade union, claim that by 1990 France may have as many as 15 full-scale N-plants in excess of requirements.

For the nuclear planners at EDF, the challenge is to turn this surplus to France's advantage by increasing exports through cable links to neighbouring European countries (including the UK), and perhaps also by persuading foreign electricity utilities to take direct stakes in French N-plants.

Of prime competitive importance is the relative cheapness of French nuclear power. In spite of the strong build-up of EDF's debt charges, the economies of scale available in a smooth-running programme of France's size has enabled electricity tariffs to be held well below levels in other EEC countries and the U.S. EDF hopes for tariff cuts in real terms in coming years.

The comparative cheapness of French N-plant construction costs—around 30 per cent below those in West Germany, for instance according to EDF estimates—is also a major trump card in the French industry's attempts to gain ground on international markets.

France opted for an American-based PWR design at the end of the 1960s—following long-drawn-out squabbling whether to choose the "indigenous" French natural uranium, gas-cooled reactor type as the basic model for the N-programme. So, ironically, the country during the 1970s grew towards nuclear independence as a licensee of Westinghouse, which owned an initial 45 per cent stake in France's PWR construction company Framatome (now owned 50 per cent each by the Commissariat à l'Energie Atomique and Creusot-Loire).

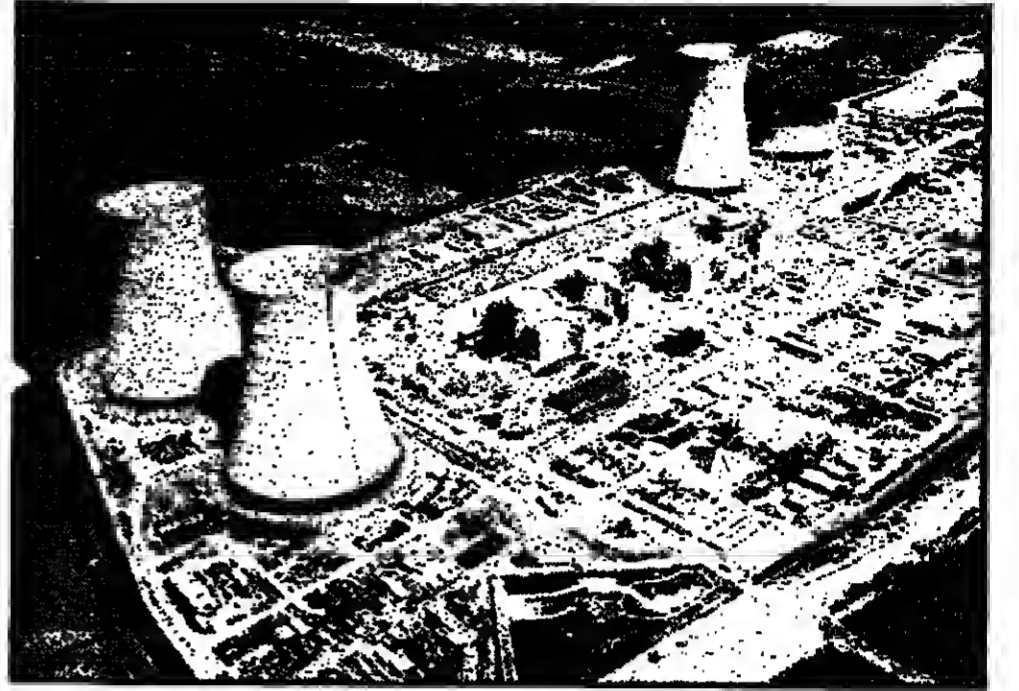
Since 1982, Westinghouse's residual stake in Framatome has been sold and the licensing accord has expired. The first "all-French" PWR, built at

Chooz in the Ardennes where two 1,450 MW units are planned, is now at an early stage of construction.

With a tally of around one-quarter of the admittedly very modest total of international N-plant deals agreed during the last few years, Framatome hopes its experience in refining Westinghouse technology—and, just as important, in actually running a large nuclear park—will provide a crucial trump card on export markets.

A key export candidate is Belgium, where France recently succeeded in "dethroning" the country's long-standing connection with Westinghouse by securing the right for a half-share in construction of the new Belgian N-plant, Framatome hopes for a firm decision soon from China for two 900 MW units at the long-discussed Guangdong power plant.

It is resigned, however, to a long wait before interest from a string of other potential buyers in industrialised countries and the Third World is turned into firm orders. A key issue in coming years may be whether still-strong U.S. non-proliferation concerns—demonstrated recently in the cloud over the Chinese nuclear agreement secured during President Reagan's trip to Peking in April—



France has leapt ahead in nuclear power plant development in recent years, and now has the highest proportion in the world of nuclear-generated domestic electricity

give France a comparative advantage in securing contracts not only with the Chinese but also with "threshold" nuclear countries such as Pakistan or Iraq.

The most tangible sign of France's boosted nuclear muscle comes not on the dormant international reactor-buying scene but on the market for fuel cycle services. Cogema, the nuclear fuels subsidiary of the CEA, has wrested commercial superiority away from the U.S. in the crucial area of uranium enrichment. It has become the world's largest natural uranium producer, controlling 20 per cent of the West's production. It has also built up a competitive lead in the controversial business of nuclear fuel reprocessing to produce plutonium.

France acquired expertise in uranium enrichment, using the electricity-intensive gas-diffusion technology originally developed by the U.S. for the war-time Manhattan bomb-making project, only with great difficulty. It suffered an effective embargo on nuclear technology transfers during the 1950s from the two Anglo-Saxon atomic powers. New, however, first with its

reprocessing—at present, U.S. electricity utilities leave burnt fuel rods in waste ponds. But sooner or later, Cogema reasons, the edict against civil reprocessing promulgated by President Carter will be eased—and France could again leap into the lion's den by picking up lucrative U.S. business from under the nose of a government which once held the world's nuclear monopoly.

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## Aerospace projects

DAVID MARSH

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# Stronger emphasis on joint ventures

## Advances in electronics

DAVID MARSH

THE FRENCH government came to power in 1981 with heady ideas of boosting the country's electronics and computer industries to third place in the world (behind the U.S. and Japan) through infusion of massive investment and a vigorous programme of "reconquering the domestic market."

Three years later, the aggressive vocabulary, along with the penchant for massive multi-year financing plans and job creation targets, has all but vanished.

In its place has been born a much more sober strategy which is primarily defensive in its overriding objective of holding on to France's (and Europe's) position in the international electronics sector before it is eroded permanently by the powerful international companies like American Telephone and Telegraph (AT & T), International Business Machines (IBM) or Nippon Electric (NEC).

Turning aside from merely national approaches to sweeping changes in world electronics, the French Government has put mounting emphasis on solutions aimed at bringing together European companies to stand up to the multinationals.

After the failure last year of the government-sponsored bid by the Thomson electronics group to take over Cray of West Germany, the Mitterrand administration has, however, had to be content with a number of smaller-scale European tie-ups in specialised fields (for instance the French accord with Philips in radio-telephones, the "smart" electronic car, and probably due soon, in microwave systems.

### Standards

France has been in the vanguard of European countries pushing for unified standards in telecommunications to assist a mooted opening up of EEC markets for public telephone equipment.

Bull, the state computer group, is also the leading proponent of a move for harmonised computer standards within the EEC. Agreement to put into effect standards to enable European manufacturers' equipment to be interconnected, and thus form a potential cold bloc of competition to the dominance of IBM, was reached in March. Bull harbours hopes that some U.S. computer products will join the



Among European nations, France has been in the vanguard in pressing for unified standards in telecommunications. Above: a section of the Thomson-CSF telephone exchange in Orleans

of the kind sought with GEC and Plessey of Britain.

France has reached a bilateral agreement with West Germany on setting up a common radio-telephone system and on moves to open up public telephone markets, although this accord is taking time to be put into effect.

And the Paris Government still is placing considerable emphasis on a project for reciprocal sales of public telephone equipment with Britain. This could eventually lead to Anglo-French research and development collaboration on future generations of switching equipment.

However, firm decisions have still not been reached on a deal between British Telecom and the Direction Generale des Telecommunications (DGT) in spite of eight months of technical and industrial discussions between the two sides.

CIT Alcatel, the state-controlled company which new groups public sector telecommunications interests following the landmark agreement with Thomson last autumn to swap parts of the two concerns' electronics activities, is trying to steer through the British telephones deal to increase the "critical mass" of European companies on world markets.

offers of new technology and markets.

The four state-controlled electronics groups, Compagnie Generale d'Electricite (which is the major shareholder in CIT Alcatel), Thomson, Matra and Bull, have all stepped up considerably their links with U.S. groups over the past 12 months. No group, however, has signed an inter-continental deal of the size and importance of the two link-ups between AT&T and Philips and Olivetti.

In sectors where France, however, has most to fear from foreign competition, notably in computers and sophisticated office equipment, desire for more open markets within the EEC could quickly fade if the Government came to the conclusion that this would largely serve non-European companies such as the U.S. giants.

Nervousness about "buy-French" policies, associated with the clear profit opportunities of the expanding French information technology market, has been the main factor propelling a series of U.S. computer production facilities in recent months.

Hewlett-Packard, Control Data, Rank Xerox and Digital Equipment have all announced steps to increase their permanent presence on the French market. They are following without doubt the example of IBM, which with its four plants and two research laboratories in France has effectively put itself outside the reach of protectionist action.

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The sector's performance has deteriorated steadily in the last five years

# A major industrial headache

## The troubled motor industry

PAUL BETTS

**PRESIDENT** Francois Mitterrand opened a major exhibition in the Grand Palais in Paris, in the middle of June, honouring the centenary of the French motor industry.

But the show, including nearly 200 models of French cars (starting with the very first four-wheeler built in 1884) and with displays of all the latest electronic and robotic car making techniques, coincides sadly with one of the most difficult periods in the history of the industry.

For the past 12 months, the French motor industry, central to the country's industrial base and employing 800,000 people directly or indirectly, has seen its problems accumulate. The two big French car groups — the state-owned Renault and the private Peugeot group — have, overall, been losing ground to their international competitors. In the case of two of the Peugeot car marques, Citroen and Talbot, they are now fighting for survival.

But if the losses of the two car makers have continued to increase, the other components of the motor industry have also been hard hit.

Perhaps the most eloquent example is Michelin, the French tyre company and the world's second largest after Goodyear of the U.S., which is currently seeking to reduce its workforce in France by nearly 5,000 people by next year.

A report just published by the Economic and Social Council, an authoritative Government advisory body, paints a bleak and alarming picture of the current situation in the French motor industry.

Its performance has steadily deteriorated during the last five years. Indeed, since 1979, a record year for French car production exports and registrations, the industry has lost market share both in France and abroad. French car makers, who produced 3.5m vehicles last year including 2.6m passenger cars, sold 500,000 cars less in Europe last year than in 1979. The mounting problems of the



During clashes at a Talbot-Peugeot car plant, an employee calms a colleague holding a small pistol.

car industry are posing one of the biggest industrial headaches for the socialist Government. The troubles of the industry are in a sense the most transparent example of the difficulties for France of pursuing an industrial policy involving restructuring at the same time as modernisation.

No one disagrees with the need to restructure and modernise the car industry, but no one — the Government, the unions, the car makers — seems able to agree on how to translate the theory in practice.

### Traumas

Efforts by French car-makers to cut back their labour force and improve productivity have caused a series of social traumas during the past 12 months. The most spectacular and violent involved Peugeot's Talbot subsidiary, acquired by the French private group five years ago from Chrysler.

Talbot, which Peugeot took over during its head days of expansion to transform itself in a leading European volume car producer, has been a major drag for the private French group virtually from day one.

The large but old Talbot plant at Poissy, outside Paris, has been at the centre of a labour dispute of unusual intensity. Along with the other large car

plants in the Paris area, Poissy has a large proportion of immigrant labour, mainly from North and French-speaking Africa. And in most cases, the traditional French unions, the Communist CGT and the Socialist CFTL, have been unable to control the immigrant labour abuse of these large car plants.

Peugeot lit the fuse last summer when it announced it would lay off 7,500 workers from its Talbot and Peugeot car divisions in France. Although the Government agreed to allow the company to reduce its workforce by early retirements and other "socially acceptable" devices, it rejected at first Peugeot's attempts to make about 2,900 compulsory redundancies.

The Government subsequently agreed to 1,900 redundancies enraging the trade unions and the car workers who accused the administration of negotiating a deal with the car company behind their back.

What followed in January captured all the international headlines. Peugeot threatened to shut down Talbot and changed the legal status of the subsidiary in what was seen as a first step towards possible liquidation. Riots exploded in the Poissy car plant.

The Government held firm on its job compromise with Peugeot management. The rioting

ended and Peugeot announced it would go ahead with a FFr 1.2bn investment programme at Poissy to prepare the plant for production of a new medium-sized car model.

Since then Peugeot has sought to restore a little lustre to the tarnished Talbot image. But in a declining French car market (sales are down 12.6 per cent for the first five months of this year compared to the same period in 1983) Talbot has continued to plunge on the French market with a sales decline of more than 50 per cent during the first half of the year.

And just as the situation at Poissy was starting to calm down, Citroen, the other financially troubled division of the Peugeot group, replaced Talbot in the front-page headlines.

Peugeot is seeking to reduce 6,000 jobs at Citroen including some 2,400 compulsory redundancies. Its plant at Aulnay-sous-Bois, outside Paris, was recently occupied by workers protesting the company's plans.

The Government has so far rejected the Citroen redundancies and once again a potentially explosive situation has developed which could soon come to a head.

If the situation has appeared calmer on the surface at Renault, it is no less preoccupying. The state-owned car group has been plagued by losses, largely from its truck business. Renault has been losing market share because it is in the middle of renewing its car line and also suffers, in the truck business especially, from over employment.

Like Peugeot, it has sought ways of reducing its workforce without having to make redundancies. But apart from early retirements, there are few options at a time of growing unemployment in the country.

The car companies and the Government have tried to encourage immigrant workers to return to their homelands by offering them increased financial incentives. On the other hand, however, this has failed to attract the bulk of the immigrant workforce in the car industry.

On the one hand, these immigrants now regard themselves as a dilemma, the contradictions and difficulties for a left-wing administration to conduct a pragmatic industrial policy.

To remain competitive, the French car industry will have to shed about 50,000 jobs between now and 1988, a recent study by Insee, the French state statistics institute, warned recently.

The Economic and Social Council report on the car industry also says that two out of every three salaried workers in the French car sector will have to be reconverted or requalified before the end of the decade. And what is more, the two car companies will have to raise a total of about FFr 20bn a year to finance the necessary investments to remain competitive in the world car market.

But who is going to pay for these investments and the costs of workers retraining and re-conversion?

It is clear that the present debilitated financial state of the two French car groups will require a substantially heavier financial aid effort from the Government to support the domestic industry.

Between them, the two French car companies lost FFr 4bn last year and have accumulated debts totalling about FFr 60bn.

### Big questions

The question then is how is the state going to be able to increase its support of the sector at a time of continuing budgetary restraint and economic austerity? And related to this problem is the equally crucial question of how the left-wing Government will tackle the labour issue in the car sector after its electoral defeat in the June European elections.

During the European election campaign and in an effort to try to defuse the current work reduction controversy at Citroen, the left-wing administration revived the idea of the 35 hour working week.

But despite the battle for the 35-hour week in West Germany, the Government in France appears to have already abandoned any hopes that reducing the working week can provide a realistic solution. And this, in turn reflects the dilemma, the contradictions and difficulties for a left-wing administration to conduct a pragmatic industrial policy.



Waves of recent demonstrations by farmers show how strong their lobby is in France: the root of the problem is anger over the Common Agriculture Policy

# Deep anxieties about the future

**PRACTICALLY** no month has gone this year without some protest, at times violent and massive, by the powerful French farmers lobby.

In January, milk and cattle farmers from Normandy and Brittany seized and hijacked British lorries and their drivers carrying imported frozen meat into France.

In most cases, the cargo in the lorries was set on fire or distributed to local hospitals and charities. In one case, a pair of British lorry drivers were seized and marched down to Paris before the French Government intervened after a major protest from London.

The farmers later blocked railway lines and motorways. They ransacked a "sous prefecture," the official residence of the deputy prefect, in Brittany. In the South, wine growers ploughed up motorways and major roads with tractors.

Most recently farmers kidnapped for an entire day the head of the French milk board in Rennes and disrupted an EEC farm ministers meeting at Angers.

These waves of demonstrations show how strong the farmers lobby is in France and how organised it is in bringing out its protest troops en masse when necessary. But the scale of demonstrations so far this year also reflect the deep anxieties for the future of a sector which, although declining, still represents a major component of the French economy and a key source of employment.

At the root of the problem is the Common Agriculture Policy (CAP) in general and the European milk lake and butter mountains in particular. Although M Michel Rocard, the French Agricultural Minister, has argued the French Government had negotiated the best possible deal it could in Brussels and that "milk is not the same as steel," farmers have greeted with alarm the reduction and the imposition of production quotas decided in Brussels.

Under the latest agreement, French milk production will have to reduce production by 1m tonnes a year. For many of the more than 400,000 French milk producers this will cause hardship because the new EEC farm prices will not offset the rise in production costs.

Moreover, average farm incomes declined 3.1 per cent last year compared with 1982 when they had increased by 8.1 per cent over the previous year. Not all parts of the farm business was hit. But like milk producers, cattle and pig farmers also suffered the impact of higher animal feed costs exacerbated in the case of imports by the decline of the French currency against the U.S. dollar. But if these farmers have fought to recoup their costs and make ends meet, vegetable and wine growers have been watching

### Farming

PAUL BETTS

with anxiety the negotiations over the enlargement of the European Community to embrace Spain and Portugal.

"We have enough problems with Italy," remarked a wine grower during a recent visit in the Midi, the southern part of France whose wine producers have been extremely militant since the start of talks against enlargement.

Under the circumstances it is not surprising that M Rocard, the French agricultural minister, has come under fire from the farming profession. "Rocard should have quotas imposed on his pay," is a recent favourite slogan at farmers' demonstrations.

But the protests appear to have done little to dissuade M Rocard's message of the most popular leading Socialist politician in France. Indeed, if anything, his conduct as Agricultural Minister both in France and in Brussels, has won him more praise, even reluctantly from many of his own Socialist party.

When M Rocard was given the agricultural portfolio last year, the appointment was widely seen as a further attempt by President Mitterrand to undermine one of his most serious rivals at the top of the party. After all, President Mitterrand on this supporters have never really forgiven M Rocard's hasty attempt to present himself as a Socialist presidential candidate in the 1981 presidential elections subsequently won by President Mitterrand.

M Rocard, in private at least, has acknowledged that the agricultural ministry could have requested a major political trial.

Signalling what could perhaps be a thaw in the relationship between the two men, President Mitterrand recently paid a surprise visit to Comblains-Saint-Maurice, a small town west of Paris whose mayor is none other than M Rocard.

What is more, it was at Comblains that M Rocard announced he planned to run as a presidential candidate. By making this gesture, President Mitterrand immediately threw the farming media that M Rocard could no longer be ruled out as a potential candidate to replace M Pierre Mauroy as Prime Minister.



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Business Travel Department, 178 Piccadilly, London W1V 0AL  
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Car workers at Poissy await results of yet more discussions between unions and management

# Falling demand forces policy changes

## The coal and steel sector

PAUL BETTS

**OF THE** difficult industrial choices that faced the Government at the beginning of the year, the restructuring of the coal and steel sector seemed the most difficult.

Charbonnages de France, the state-owned coal group, cost the Government in subsidies and losses FFr 7.2bn in 1983. The two state-owned steel groups, Usinor and Saeclor, ran up a combined deficit of FFr 10bn bringing their cumulative losses since 1980 to FFr 29bn.

The Communist-led CGT union is deeply entrenched in both sectors and committed to a policy of raising output by cutting back imports. The Government itself, in the euphoria of taking office in 1981, promised to raise coal output to 30m tonnes a year by the end of the decade from 20m tonnes at the time, and to increase steel production to 24m tonnes from a 1981 level of 21m tonnes.

In fact the about-turn in policy forced on the Government both by falling demand and its inability to contain financing such heavy losses — has so far been less painful than expected. There were token strikes and demonstrations in the coal areas before CGT disclosed its new coal plan in March.

The violence in the eastern steel-producing region of Lorraine was much greater after the new steel plan was unveiled later in March. But though the full impact of the planned job cuts has yet to be felt, Lorraine for the moment



After news that 20,000 jobs would be lost in the steel sector, workers protest in Marseilles by blocking street traffic with coils of steel

seems to have slipped back into recession.

In the coal industry, the decisions announced by M Michel Eug, the chairman of the CDF, provide a medium-term framework for the industry similar to that on which the former government of Prime Minister Raymond Barre was working.

Output will be steadily cut back from the 1983 level of 18.5m tonnes to 10-13m tonnes by the end of the decade. The workforce of 57,000 will be cut by a half over the next five years through early retirement or redeployment to Electricité de France (EdF).

The Government has agreed to maintain the state subsidy to CGF at FFr 6.5bn a year — the 1983 level — in constant terms over the period. It also twisted the arm of EdF, which is suffering from excess nuclear generat-

ing capacity, to purchase more of about 25,000 jobs from the existing workforce of 80,000.

There are doubts, however, about the timing of the required plant closures and whether the revised plan digs sufficiently deeply into France's excess capacity in flat products (sheet metal, coils).

These are bound to be reinforced by the surprise decision at the end of last month to replace M Raymond Levy as head of Usinor after his contract expired. Appointed only in 1982, M Levy was the first French steelmaker to say publicly that the Government's initial steel plan was unrealistic and to advocate that decisions on the industry's future be based on a return to profitability.

Fabius, the Minister of Industry, who proposed that M Levy be replaced, held against him that he had failed to explain his policies to the unions. His outspokenness and his

opposition to the construction of a universal rolling mill at Cailler's long product division in Lorraine almost certainly contributed to his downfall.

Undoubtedly the decision not to proceed with the Gandrange mill was the key element of the revised steel plan. It represented a turning away from costly mammoth steel ventures — Gandrange would have cost about FFr 1.5bn — in favour of more flexible steelmaking units. It also reflected a further concentration of French steelmaking capacity on the coastal plants of Dunkirk and Fos at the expense of Lorraine which depends on high cost local ore.

The only major steelmaking operation in Lorraine in future will be Saeclor's Sollar division which makes sheet-metal — much of it going to the nearby West German car market. The Nervex Mazon steel mill is to be shut, and at Longwy three will be a partial switch from smelting shops based on low-cost electric arc furnaces fed by cheaper scrap metal.

The two steel groups, which have long been involved in a sipping war against each other, have been told to co-ordinate their activities much more. Their engineering steels divisions, which have made substantial losses, have now been re-grouped under a jointly-owned subsidiary.

Their long products divisions have similarly been merged. They have begun to co-ordinate more in the marketing of flat products.

In practice they are moving closer to the creation of a unified steel industry along the lines of British Steel. But the Government has stopped short of taking the final step in announcing a replacement for M Levy. It shows no sign of taking it.

FINANCIAL TIMES SURVEY

The Turks and Caicos Islands

The least developed of Britain's remaining possessions in the West Indies, the Turks and Caicos islands are attempting to build up their economic base, largely by expanding tourist and banking facilities. In this survey Robert Graham assesses their prospects

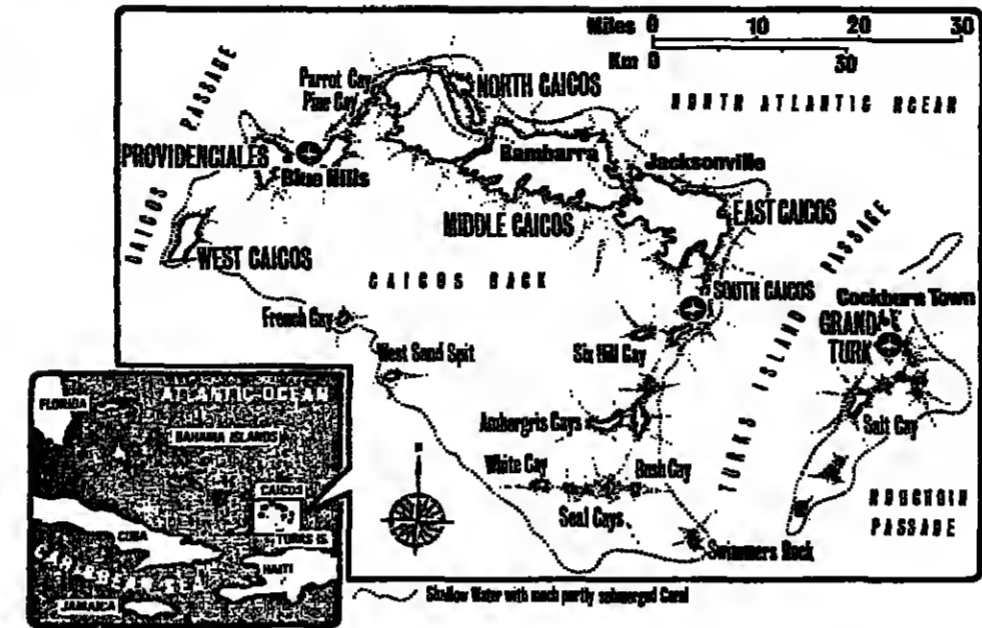
FEWER THAN 100 houses has accelerated. It is most stand on Front Street, Grand Turk. None are higher than two storeys and most are wooden framed with corrugated roofs. Within five minutes' walk in or just off this, the capital's main street, are the government offices, banks, shops, churches, the public library and even the local prison. Most mornings the loudest noise outside the complex of government buildings is the trade winds rattling at the Turks and Caicos flag.

The Turks and Caicos islands are the least developed of Britain's remaining possessions in the West Indies. Only six of the 42 islands and cays that comprise this British dependency are inhabited. Even by the standards of other islands in the region, the Turks and Caicos are thinly populated, with no more than 8,500 permanent inhabitants. Of these just under half live on Grand Turk.

Regular contact with the outside world is a recent phenomenon. There are no direct flights to London, and the flight from Miami to Grand Turk is still a social event at the airport. The cinema has yet to come, and probably never will, overtaken by video and the U.S. TV programmes which residents pick up on their satellite dishes.

Changes in society

The Turks and Caicos aim is more modest, linked to the fact that such a small indigenous population could easily be swamped by expatriates. Even on the basis of existing development it is clear that the nature



of society is being changed. Labour is being imported (legally and illegally) from the Dominican Republic, Haiti and, to a limited extent, from Jamaica. Financial services are dominated by Europeans and Americans who either work permits or have acquired residency.

When the previous FT survey on the islands was produced in 1970, it was uncertain whether the British government would support the introduction of another tax haven and offshore financial centre in the area. Already there was Bahamas, Bermuda, Cayman, the Netherlands Antilles and Panama. In the end the project was endorsed largely because this activity and tourism were seen as the sole means of achieving economic independence.

Although the islands have a land area of 192 square miles, this is nearly all flat and exposed to the winds, making the poor soil difficult to use for agricultural purposes. Water is also

scarce—all the houses are obliged to build rain water tanks to survive periods of drought. The salt industry, developed by the Bermudians 300 years ago, finally collapsed in the mid 60s after a long period of decline. The lack of resources and small population has made almost any manufacturing venture uneconomical.

Biggest single aid project

Fears that the airport at Providenciales might encourage the drugs trade led to considerable opposition in the House of Commons to the project. The contrary has, in fact, occurred. Spurred by the bad publicity and under pressure from the U.S. administration to co-operate in tightening up on drugs entering the U.S., there has been determined effort to stamp out drug activity. The Governor, Mr Christopher Turner, who is directly responsible for this, is

IN THIS SURVEY

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airport if the decision had not been a political one. In 1979 the leader of the People's Democratic Movement, Mr JAGS McCartney was pressing for independence from Britain. The airport was in effect a going away present. However, in 1980, before independence was realised, Mr McCartney was killed in a plane crash. This forced an election in which the Progressive National Party, headed by Mr Norman Saunders, emerged victors on a platform of outright opposition to independence.

For Britain it was a bit like a wedding called off at the last moment with the dowry already handed over. The thrust of British policy had been to gear both the constitution and the economy towards independence. Thus two political parties had been encouraged and a wide measure of self-government instituted under a 1976 constitution.

Mr Saunders believes the best guarantee for the islands' future is remaining a British dependency. Significantly in fresh elections held last month and won by Mr Saunders and the PNP, independence was not even raised by the PDM.

Mr Saunders, since first taking office as Chief Minister in 1980 has used the British connection to good advantage. He has made it a cornerstone of his policy of promoting the islands tourist and offshore business, pointing out this guarantees political stability for investors. Although the offshore legislation began to be put in place in 1979, investors were wary of the political situation and hesitated over Mr McCartney's independence plans.

The Turks and Caicos have directly benefited from disenchantment by some offshore operators in the neighbouring Bahamas who have found it increasingly difficult to deal with the independent government there. Equally, the Turks and Caicos have benefited from the bad publicity acquired by Cayman for attracting laundered money. These factors have combined to give a start to the offshore business, and,

by the same token, to investors searching for new opportunities in real estate and tourism.

A good deal now depends upon the snowball effect of confidence, because both offshore financial activities and tourism now require substantially greater investment than has hitherto been the case. For instance, more flights are essential from Miami but these will only be put on if Air Florida believes the potential exists, or the privately owned national airline, TUNA, takes the risk in starting a service. More passengers can only come if there is hotel space—a classic "chicken and egg" situation.

Secrecy talks with U.S.

Another imponderable is how the increasingly tough attitude of the U.S. Justice Department and the Internal Revenue Service is going to affect Caribbean offshore centres. Negotiations are taking place between the British and American governments on a treaty covering extra-territoriality and the question of access to confidential financial information.

Secrecy laws in Caribbean tax havens are a growing source of irritation to the U.S. authorities. The issue has been highlighted by the case of the Bank of Nova Scotia which was obliged by the U.S. Supreme Court on appeal to hand over documents relating to its Bahamas operations or risk a \$25,000 per day fine. To many sheltering in tax havens this seemed the beginning of the end of bank secrecy. The British Government, aware of the consequences for its dependencies of Cayman and the Turks and Caicos, has resisted the idea of breaching confidentiality, pointing out the absence of guarantees as to how the information will be subsequently used. Information given to the IRS, for instance, could be passed to the Justice Department.

CONTINUED ON NEXT PAGE

ADVERTISEMENT

Message from the Hon. Norman B. Saunders Chief Minister of the Turks and Caicos Islands



and peaceful vacation. South Caicos is the centre of the fishing industry but also has tourist potential. In contrast to the urban salt islands that I have just mentioned, the other Caicos Islands are rural with the inhabitants living in small settlements, with one exception, close to the sea for fishing was until recently their main source of income. Today, especially in the rapidly developing island of Providenciales, tourism is providing a much higher standard of living for the islanders.

We are well aware of the social problems which rapid tourist development can bring about but we are confident that the people can cope with this and we, of course, do understand that much stricter planning controls are needed if the beauty of these islands is to be retained.

The two remaining islands, North and Middle Caicos, are still largely undeveloped and very rural in character. Farming is still practised in these two islands, mainly by the older people for home consumption. While my Government is keen to assist farmers who are able to supply the new hotels and restaurants with foodstuffs which can be grown locally, we do accept that in future, as is the case today, virtually all foodstuffs other than sea foods will have to be imported.

To return to the Island of Providenciales which most readers of the Financial Times will know something about, thanks to the generosity of the British Government in financing the new jet airport and related infrastructure and the decision by Club Méditerranée to establish on the island one of their vacation villages. This is now under construction and is expected to be completed in time for Christmas. The "Club Med Project" as this development is usually referred to, is a success story; the airport itself has already led to rapid development of the island with new hotels, condominiums and holiday homes being built. This will bring in extra and badly needed revenue for my Government, and provide additional and well paid jobs for our people, especially those from the adjacent islands where unemployment has for so long been a problem. Indeed for this reason so many of the inhabitants of these islands have had to leave their homes for the Bahamas, the United States and even farther afield to seek employment and greater opportunities than what were then available at home. This is no longer so and a movement back to these islands of persons who have gained useful skills and experience overseas is already noticeable.

I am aware there has been much criticism in the United Kingdom about the Club Med Project, mainly by those who are unfamiliar with the problems and aspirations of developing countries. These doubts are not shared by the people of these islands who are most grateful for the help given to us by Britain.

Travelling around the islands these days is by air. Each island has its own airport and there is a regular air service between them operated by the national carrier, Turks and Caicos National Airline (TCNA for short).

I must now turn to the history of the Islands which were discovered by Columbus or one of his associates and one of our islands may well have been Columbus's first landfall in the new world. British administration dates back to 1766 when one Andrew Seymour was appointed the Kings Agent and the Islands have been British ever since, though for varying periods the Islands were ruled from the Bahamas and until 1962, when Jamaica was granted independence, they were a dependency of that country. Today the Turks and Caicos Islands are a British Dependent Territory with,

of course, a considerable degree of internal self government and there are no plans to change this status.

Salt was what led to the settlement of the Islands and most of the settlers came from Bermuda with which country the Turks and Caicos Islands still retains strong links. Later the Caicos Islands were settled by loyalists after the American Revolution and the ruins of the plantation buildings they had then established can still be seen.

After the war it was clear that due to technological changes, in particular the absence of a deep water port and thus the lack of quick and cheap methods of loading the salt on to ships, the industry was in decline. Salt production finally came to an end in 1976. Since salt was the reason why these islands were settled in the first place and the mainstay of the economy, a serious depression and mass emigration followed. We then faced the same problem as many towns in the United Kingdom have faced and are still facing—the collapse of their industrial base.

We have then had to find an alternative means of livelihood with few natural resources, besides the sea, the sand and the sun and, of course, our status as a Dependent Territory. Today the economy is dependent on fishing (Conch and Crawfish), primarily for the American market, tourism and off-shore finance. Deposits of the mineral aragonite have recently been found in the shallow waters off the Caicos Islands and these will soon be exploited, care having been taken to protect the environment.

I have already stressed what we have to offer to tourists and those developers who cater for them but what about developers and businessmen in general? First of all we can offer the stability provided by our status as a British Dependent Territory. Secondly we use the American dollar as our currency. Thirdly the Islands are a completely open economy—you can bring your money in and take it out without the approval of anyone. Fourthly there is no income tax—since virtually everything is imported it is much easier to raise revenue through Customs duties. Fifthly, as I have already mentioned, though these Islands are far away we enjoy excellent communications with the outside world and, last of all, having learnt from the mistakes of others, we offer very competitive rates for companies who wish to take advantage of our tax-free status and register with us and at the same time extreme care is exercised to avoid allowing in the unscrupulous. For more information I suggest you read the advertisements in this supplement.

Finally, when you have read through this supplement and have learnt something about these Islands why not pay us a visit? Whether you come here on business or for pleasure, or combine the two as so many people now do, you will be most welcome. You can then see for yourself what we have to offer. Remember it is easy to reach Grand Turk, the capital, from Miami International Airport to where planes come from almost anywhere.

The Chief Minister's Office  
Grand Turk  
Turks and Caicos Islands

I am grateful to the Financial Times for providing me with the opportunity to tell you about our beautiful Islands, which are one of the five remaining British dependencies in the Caribbean.

The Turks and Caicos Islands lie at the end of the Bahamas archipelago and north of the divided island of Hispaniola. The group consists of six major inhabited islands, two other large islands uninhabited today but which could easily be developed and very many small islands and cays. The climate is ideal being sunny for most of the year and yet cooled by the Trade Winds blowing from the east. With miles of golden sands, the best diving in the world, the stability provided by our association with Britain and a friendly and welcoming population, a more delightful spot to visit for a quiet vacation would be hard to imagine.

Communications are good; there is a regular jet service from Miami five days out of seven and air services to the Bahamas, Haiti and the Dominican Republic at less frequent intervals, so getting here is no problem. Communications for the businessman by phone or telex are excellent too.

Not many people in the United Kingdom may be aware that you can actually dial a telephone number in these Islands from there. So we are not really so remote, even if it appears so when you are here enjoying the peace and tranquillity of our small island communities.

A six-island territory such as ours does have problems with internal communications and adds to the cost of administration when the total population barely exceeds 8,000. On the other hand it does produce variety, for every island is different. Grand Turk, the capital, is picturesque and is becoming an important financial centre which will be barely recognisable in a few years' time if present trends continue. Salt Cay to the south is a place where time has stood still but is blessed with all the amenities for a quiet

# THE TURKS AND CAICOS ISLANDS 2

## Economy

# Aiming for financial independence

### Where the money comes from

	(in U.S.\$)		1981/82	1982/83	1983/84
	1979/80	1980/81	1981/82	1982/83	1983/84
1. Customs	1,428,210	1,804,562	2,227,834	2,611,373	3,552,430
2. Licences	164,707	211,650	185,794	178,173	189,301
3. Internal Revenue	323,668	608,999	739,328	1,223,918	1,661,109
4. Other Departmental Revenue	431,045	841,847	1,682,772	1,815,244	2,115,461
5. Interest	3,655	3,648	24,522	22,603	13,897
6. Coin Programme	233,729	86,583	102,808	102,808	46,413
7. Miscellaneous	21,886	29,666	46,990	23,672	20,173
8. Electrical Utilities	425,119	467,332	67,329	72,084	60,174
9. Savings Bank	—	—	—	174,200	10,000
10. Water Utilities	—	—	—	—	—
11. U.S. Bases Rental	2,702,500	957,500	830,000	830,000	760,333
12. Royalties—Ship to Ship Oil Transfer	4,000	44,000	53,000	13,181	10,177
13. Contribution from Capital Aid towards PWD Costs	—	101,681	212,014	136,179	130,943
Turks Islands Government Air Services	13,044	—	—	—	—
Budgetary Aid	5,798,941	5,183,539	6,177,923	7,243,515	8,614,803
Budgetary Aid for Previous Years	48,923	—	1,770,874	2,100,153	1,997,757
Overseas Service Aid Scheme	5,847,864	5,183,539	7,948,797	9,343,668	10,612,500
	19,856	13,041	120,349	83,782	—
	5,867,720	5,196,580	8,069,146	9,427,450	—

### Where the money goes

	(in U.S.\$)			
	1979-80	1980-81	1981-82	1982-83
Administration (UK DEV AID)	277,887	299,243	46,815	98,169
Communications and Works (UK DEV AID)	1,757,978	1,887,774	5,711,180	5,892,386
Other Projects (Various Donors)	939,610	64,703	128,256	96,316
Total Capital Expenditure	2,975,475	2,251,820	5,888,351	6,086,871
Total Recurrent Expenditure	5,608,499	8,967,773	7,588,590	8,938,897
Total Retainable Surplus Expenditure	64,540	51,104	20,833	14,851
Total Recurrent, Retainable Surplus and Capital Expenditure	8,648,514	9,270,697	13,498,194	15,040,619

THE ISLANDS can work a spell: the slow pace, lack of noise, the ability to do business on one small street, ubiquitous chalk white sand alongside emerald clear sea. Against this background, if one listens to the politicians and the developers wax lyrical about the islands' possibilities, reality can disappear very quickly.

That enormous potential exists is without question. The islands have the right combination of location, available space, climate, legal status and political stability to evolve as an upmarket tourist resort and offshore finance centre.

But there are very real constraints. The resource base is minimal; the budget can only be balanced by British grant-in-aid; labour both skilled and unskilled is scarce in an already tiny active population; and the infrastructure is inadequate to cope with development on a larger scale.

Development is being held back by a chicken and egg situation. Businessmen whether they are bankers looking at the offshore business or hotel operators interested in tourist development—all are besitant. They want the infrastructure of ports, airline connections, labour, housing etc in place first. But the Government and the private sector, can only make development commitments if they know that the bankers and the developers will definitely come.

The classic instance of this was the Providenciales Airport. Club Med only accepted to invest \$23m on Providenciales if there was an international airport. The British Government agreed to provide the funds after much agonising in a sense gambling that both Club Med and others would see the investment as a catalyst.

Mr Christopher Turner, the Governor, made the point eloquently when opening the \$10m airport earlier this year: "It makes no economic sense to build an international airport of this order to service two or three thousand beds and two or three thousand people, especially in an island group that has at least two international airports. But it is an act of faith."

It is doubtful whether the British Government would have come through with this commitment had it not been conceived in 1980 as a "going away present" to the islanders in gratitude. The mood is less generous today in Whitehall.

have been a lot worse during the last decade if there had not been considerable revenue generated from the drugs business. The Turks and Caicos Islands were ideally placed to service clandestine aircraft or vessels bringing hard drugs from Latin America, mainly Colombia, to the U.S. South Caicos with its good airport and oil storage facilities, became a major centre.

As early as the late 60s the Government began to think in terms of developing an offshore financial centre and economy paying tourism, similar to that successfully pioneered by the Bahamas and Cayman.

However, the juridical basis for such a development was not ready until 1980 and indeed that year marks the beginning of the islands' take-off. Fortunately the risk of duplicating the function of the Bahamas and Cayman has been vindicated—largely by the Bahamians upsetting investors with their post-independence politics and by the Caymans suffering from a bad image as a result of a spate of exposures of money being laundered there.

The islands have yet to establish meaningful statistics. Growth and development can only be illustrated by crude yardsticks. For instance, Government revenues in the past five years have quadrupled, from \$5.7m in 1979-80 to \$8.6m in 1983-84.

The main source of Government income comes from customs duties on imports. This as a proportion of total

revenue has risen from 24 to 33 per cent. Capital and current expenditure rose from \$8.8m to \$12m between 1979-80 and 1982-83.

Vehicle registrations, another yardstick, increased 35 per cent between 1981 and 1983. There is no control over money supply because dollars circulate freely and in general the Government lets the market place determine inflation and wages.

Wages are determined by availability of labour all of which is non-unionised. There is a tiered market, pending on nationality—few locals work as unskilled labourers. This is left to Haitians and persons from the Dominican Republic. A basic \$3 per hour is usually paid for unskilled work but there is no minimum wage.

Prices are fundamentally those prevailing in Miami plus the freight, distribution and mark-ups necessary on small scale turnover. Moving goods off a vessel and to the customer (rarely more than 10 miles) usually costs more than the 597 miles journey from Miami plus the port handling charges there.

However, as more business is done, organisation improves and competition begins, prices have held steady and in some instances come down.

The most inflationary element on the island is the price of land. Prime locations have changed hands at prices that reflect little of the nature of the economy and are mostly a result of speculation and tax

wanting to remove its direct and "colonial" involvement in the Caribbean. This has never been openly forced down the throats of any country, but there has been an understanding that once economic independence is achieved, then political independence should follow.

Since 1962, 12 former colonies in the Caribbean have become independent, the most recent being St Kitts-Nevis last year. Five dependencies remain including Cayman and the Turks and Caicos both of which are resolute in wanting to retain their current status. If anything events in Grenada have reinforced this feeling of seeking protection and stability from Britain.

Though they lack British citizenship, the islanders regard themselves as much British as anything else. The islands fall outside the natural net of the Caribbean since they lie at its Atlantic entrance between Cuba and Hispaniola. They refer to themselves variously as "natives" or "belongers." Thus if they are to consider independence again, thought has to be given to their identity.

The British Government, for its part, has given an open eoded undertaking. Yet it seems few in Whitehall have faced up to the consequences of the Turks and Caicos Islands remaining indefinitely British. And this is an opportune moment to ponder. The majority of the land is Crown-owned and virgin. For instance, the next major infrastructure project is a causeway linking the Caicos chain of islands. At present, this can only be financed by giving Crown Land to developers against an undertaking to construct the causeway. This will be a major decision.

deductible ventures by North America.

The Government is wedded to the principle of equal development among the different islands. But in practice this is difficult to accomplish.

Three islands are much better off than the rest: Grand Turk is the centre of business and government; South Caicos has the fishing industry, the prospects of a reasonable port and also a good airfield. Providenciales has the best tourist potential. All three are served now by international flights.

By contrast West and East Caicos are uninhabited, while Middle and North Caicos lack infrastructure. Salt Cay, entirely devoted to the salt industry, which has collapsed, can only hope for some tourist development.

Natural drift has occurred to where jobs are available—making it even more costly to provide services to the poorer communities. As it is most services have to be established separately for each island. With education this becomes even more complex.

Secondary schools exist only on Grand Turk and South Caicos though one is planned for Providenciales. Parents often move with their children so creating a further population imbalance. Education and health account for a third of current expenditure.

**Causeway planned**

One way round this situation would be to build a causeway, linking South Caicos through to Providenciales. The link-up is feasible, since only shallow water has to be crossed. But the Government is in no position to fund a project that would cost over \$30m.

The British Government appears willing to endorse the principle that the project be funded on the basis of private investors being given land against construction of the causeway. Sufficient Crown Land exists to be able to do this: but such a land transfer is unlikely to be approved lightly. The most likely move is an initial link-up between North and Middle Caicos at present connected by an ageing and temperamental ferry.

The British Government's attitude will be decisive while the Turks and Caicos budget is still dependent upon grant-in-aid. Financial caution is the order of the day. In 1982-83 UK budgetary support was worth \$2.1m. In the fiscal year that has just ended this fell back to \$1.9m, but there were development aid grants from the UK worth nearly \$6m. Canada is a small donor and takes a keen interest (a Canadian deputy in 1974 proposed the islands become part of Canada).

The Government has done well to boost its revenue. Especially significant in the past two years has been the rise in earnings from company

registrations. The 1983-83 budget targeted company registrations revenue at \$200,000: it reached \$654,000. Work permits brought in \$271,000, nearly double the anticipated income.

These achievements are mitigated by the sudden loss of all important rent from the U.S. for use of their South Base on Grand Turk worth \$850,000 a year. The U.S. Air Force pulled out in February and only a small Federal Aviation Authority radar facility has been set up in its wake.

Losing 10 per cent of total revenue with no more than two months warning has been a rude shock. As a sop the Smithsonian Institute has begun studies on a project to breed spider crabs which could generate jobs and be worth \$25m in exports. But the Government is hoping for something more substantial from the U.S.

Meanwhile some comfort is being drawn from the recent signature of a contract to extract aragonite from sandbanks off West Caicos, beginning at the end of this year. The Government stands to earn

up to \$500,000 in annual royalties.

The Government talks of having a balanced budget in 1985. This may prove too optimistic. If the Government is to control development throughout the archipelago and maintain what is already there, then current expenditure is bound to rise at a faster rate than previously. For instance there are maintenance costs for Providenciales Airport—of some \$500,000 a year alone. The Government also has to establish a greater administrative presence on Providenciales. Personnel will have to be drafted in—police, customs, schools—and housing costs are 20 per cent higher than anywhere else on the islands.

All these are growing pains which need not matter provided the Government policy is clear and enjoys a reasonable amount of luck. In the end the island's economy is dependent upon North America. If the North American economy thrives its businessmen will look to these islands as the last real development opportunity in easy reach of home.



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# THE TURKS AND CAICOS ISLANDS 3

## Politics

### Vote of confidence for Chief Minister Norman

THE TURKS and Caicos Islands have fewer than 4,000 voters, and in small community politics personality counts for a great deal. With two political parties both offering broadly similar options and the powers of government limited by Whitehall, personality weighs even heavier.

Mr Norman Saunders, the Chief Minister, seems to have made his mark. He has just been given a resounding vote of confidence by the islanders for a second four-year term in office. The British Governor, Mr Christopher Turner, is still the final arbiter on the islands; but it is Mr Saunders who is credited with a determined vision to put the Turks and Caicos on the map.

In elections at the end of May for the Legislative Council, he and his Progressive National Party (PNP) won 62 per cent of the vote and eight of the 11 seats. The margin of victory was greater than his supporters dared hope, though he himself had confidently predicted such an outcome.

The opposition People's Democratic Movement (PDM) were hard put to find a real issue. They were still dogged by the unpopular move to seek independence from Britain which cost them the 1980 election.

In vain they tried to maintain that the islands greatly increased prosperity over the past four years of PNP government was due to policies which they had set in motion. Although this was partly true the conservative islanders preferred the man they knew—and most are on Christian name terms with him. He is quiet-spoken, affable and has brought much-needed authority to the government.

The opposition were also dogged by an ill-explained last minute change in leadership. Mr Oswald Skippings, who had led the party for four years since the death of its founder, Mr A.C.S. McCreary, was removed only 10 days before the poll. The PDM chose instead Mr



Left: Mr. Christopher Turner, who as British Governor is the final arbiter of power. Right: Mr. Norman Saunders, the Chief Minister, with whom most islanders are on Christian name terms

Clement Howell, a former teacher and civil servant fighting the Providenciales seat for the first time. He managed to win this by 12 votes. Mr Skippings, who is still only 31, was made deputy leader. By contrast Mr Saunders retained his seat for his native South Caicos by 245 votes in 48. South Caicos, whose economy he has been responsible for developing, is very much his fiefdom.

Born in 1943, Mr Saunders attended the South Caicos

primary school before going on to the Turks and Caicos High School. Right from his school days, he says, he was involved in community work and taking politics. But he started out by studying accountancy, getting his first job with the Turks Islands Salt Company. This was one of the few ways of then avoiding going into the fishing industry that supported South Caicos.

When the salt company was wound up in 1964 as the in-

dustry became too uncompetitive, he moved to the Caicos Company, a service group whose operations included aeroplane and ship fueling. In 1972 he took charge of the Caicos Air Service Company, an arm of the Caicos Company which managed the fueling operation of the airport. A year later he and a partner made a successful bid to buy out the company, which he still controls. Since then his business interests have expanded considerably and he

is now one of a handful of the islands' most prominent business figures. (He is also the singles tennis champion.)

Mr Saunders first ventured into politics in 1967 winning South Caicos for the PNP—just after he had married a former medical student, Emily Augusta Malcolm, also from South Caicos. He has held the constituency ever since.

He is unequivocal in his desire to see the islands remain British. He feels that the stability provided by British protection guarantees the confidence of investors so essential to promote the islands' development. "Independence is not an issue. We campaigned against it," he says bluntly.

This attitude makes his relationship with the governor particularly smooth. Any potential conflict between Whitehall and the PNP. Under the constitution drawn up in 1976, government is conducted through an Executive Council composed of the Governor (who acts as President), the Chief Minister and three elected Cabinet Ministers. These are complemented by three ex officio members—the Chief Secretary, the Financial Secretary and the Attorney General.

The elected Legislative Council and the Cabinet have limited autonomy. Responsibility for foreign affairs, defence, internal security, the public service and finance remain with the Governor. Nevertheless, the wishes of the government on the type of development for the islands weigh heavily on the Governor's actions.

The opposition during the election campaign attacked the PNP for discriminating in government jobs in favour of its own members. But similar accusations were made against the PDM when it was in office.

With the independence issue either buried or dormant, the two parties are looking increasingly similar. The PNP operates on a sort of pragmatic conservatism while the PDM talks more of social issues and certainly considers itself a "people's" party.

The island has not witnessed any "black power" movement and relations with the white foreigners living and working on the island has been remarkably free of tension.

The tranquility of political life stems from the smallness of the population and its dispersion throughout the islands. Only in the last decade has inter-island contact developed.

## Tourism

### Infant industry taking off

THE TURKS and Caicos Islands have the kind of beaches that are every advertiser's dream. No trick photography is needed to show miles of empty sand and clear, unpolluted water.

Undoubtedly, the islands possess the tourist product of get-away-from-it-all sun, sea and sand. But like everything else on the islands, tourism is on a small scale, constrained by lack of infrastructure and the high cost of development.

Fewer visitors come to the islands in one year than pass through Miami airport on a busy day. The islands welcomed 14,216 visitors in 1983. The number has been rising steadily over the past decade. But there are still no more than 350 beds available.

More often than not the existing hotels and guest houses have resulted from operations by small groups of investors, and quite frequently individuals. Strictly speaking they are more

inns or guest houses, limited to around 15 rooms, and run very much on a family basis by expatriates with a small local staff.

In the early days their clientele was confined to three categories: (a) tourists flying around the area in their private aeroplanes or exploring on yachts; (b) expatriates working on the islands and travelling within them with friends and relatives; (c) groups of diving enthusiasts who came to holiday in what are claimed to be the best scuba diving waters in the Caribbean/Atlantic.

#### Expansions

As air communications have expanded more casual tourists have come, especially during the North American winter months. The high season runs from December 16 to April 16, but the climate is good for tourism throughout the year.

save for a muggy and rainy part of October.

Improved communications have prompted several of the owners to begin modest expansions like the Kittina Hotel on Grand Turk and the Island Princess on Providenciales. Grand Turk benefits from being the seat of government, and therefore gets a lot of "business" tourists.

Travelling round the islands it would seem that the number of genuine tourists is in a minority against those staying for business reasons. Grand Turk has two ambitious marina schemes with condominiums and hotels attached — one at the south end of the island, the other in the north creek. But on this island there are few potentially good beaches. The prospects of a big chain hotel is talked of with a site close to the Governor's residence.

South Caicos, with easy access to the best diving, has sought to promote itself as the diving centre. But both its hotel capacity and beaches are limited.

North Caicos has good potential but so far has only one hotel, the Prospect of Wintry. Its growth is restricted by lack of reasonable port facilities and the airfield not being up to international standards. Nearby Pine Cay has been entirely privately developed by the Meridian Club which has built a complex of beach huts and apartment suites, complete with its own airstrip.

The major development has been along the magnificent north beach on Providenciales. Three hotels are operational on this huge beach front — the Third Turtle Inn, the Erebus and the Island Princess. These however will be dwarfed when the Club Méditerranée opens.

#### Guarantee

The Club Méditerranée is the first large scale tourist development in the islands. The complex being built on Providenciales has 476 rooms and will cost \$23m when fully equipped. The project hewed hot and cold, and only went ahead when Club Méd was guaranteed of the airport being brought up to international standards. It is meant to be ready in time to catch the Christmas tourists from North America but the contractors, Johnsons, have encountered great difficulty in building and

delays in opening are not unlikely.

The investment by the French holiday group is primarily geared to North American tourists. Groups from Europe will be encouraged, but the airport cannot take a fully loaded jumbo jet. This said the airport, to pay its way and justify its British Government finance, needs to be a magnet for further hotel groups. It seems that the Hyatt chain is now serious about a major investment in Providenciales; the main difficulty has been finding the right beach frontage.

The islands, it should be stressed, do not have a very comprehensive range of attractions. They can offer tranquility, beaches, sun, and swimming. There are no real tourist sites other than the coral reefs and the old salt pans. The restaurants can offer no local produce except fish. The choice of imported fruit and vegetables is poor and expensive. In general prices are high.


#### Competitive

Perhaps only the Third Turtle Inn at \$105 for a double room is competitive in terms of quality with other Caribbean resort hotels. Even here the predominance of brickish and recycled water affect the taste of boiled food and can provide unpleasantly smelling showers. Visitors, however, tend to forget this against the friendliness of the management, who quickly get to know all their guests, and the natural beauty of the sea and sand.

The authorities want to aim upmarket and have succeeded so far in attracting people more through word of mouth than advertising for which there are limited resources. The success of the infant tourist industry will depend essentially on an ability to contain prices and improve the level of service.

At a broader level tourism of quality will emerge from an effective and close relationship with both the Dominican Republic and Haiti. Both are very close. Not only can they supply labour, raw materials and fresh foodstuffs, they are also attractive tourist centres in their own right.

The Turks and Caicos could serve as an ideal centre from which one-or two-day trips were made to these places, making up for what it lacks in exotic sights.



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## Fishing

## U.S. backing for plan to farm crabs

FISHING IS the only sector of the Turks and Caicos economy that generates exports—unless the printing of postage stamps is included. The waters round the islands are rich in all kinds of seafood. The shallowness of large tracts of water inshore also lends itself for fish farming. Great interest is now focused on a project to farm spider crabs which could generate as much as \$20m a year in exports.

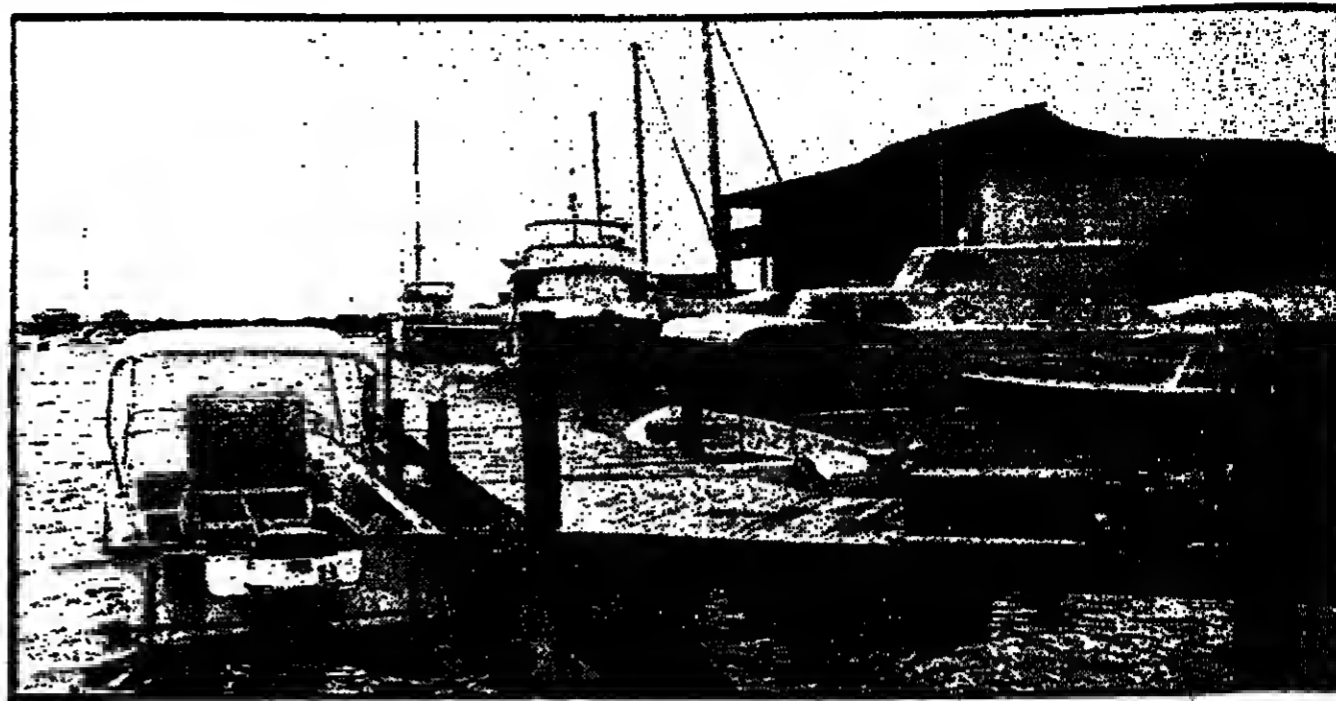
Traditionally the fishing industry has centred on South Caicos which has a reasonable harbour and is close to the Caicos Banks fishing grounds. South Caicos also has the advantage of a good airport from which to export. Thus the packing plants are based on the island, obliging fishermen from the other islands to bring their catch to South Caicos.

The basis of the industry is conch and lobster. The lobster is fished from August through to March, when the Government imposes a ban to preserve stocks. Conch is fished all the year, but since lobster prices are much bet-

ter, fishermen tend to go for conch during the off season for lobster. The annual value of lobster and conch exports is \$2m—sold almost exclusively in the U.S.

All fishing is done from small open boats. Both conch and lobster are collected by divers from the seabed. Operating only with a snorkel they can dive up to 50 feet and stay under water for over two minutes. The conch are removed from their huge pink-white shells on the spot by piercing a hole, drawing out the white rubbery flesh, which averages 6oz in weight. These are then brought to a packing station where they are cleaned and deep frozen. Lobster is rarely despatched live, although freight flights are arranged in season to ensure they are "fresh" into Miami. Fishermen earn between \$165 and \$180 a lobster. By the time the lobster arrive in Miami the packer/distributor is getting around \$7.25 for each one on total costs of \$6.75.

Investment is necessary in more scientific means of fishing. There is also likely to be some pressure for local distribution as the tourist



The Turtle Cove marina development on Providenciales

acquired two—an important change since fishermen on Providenciales no longer have to run the risk of losing part of their catch in the journey to South Caicos.

The Government issues licences of up to three months for foreign vessels to fish. However, it has very little capacity to police poaching. A certain amount of this takes place mainly by boats from the Dominican Republic. Investment is necessary in more scientific means of fishing. There is also likely to be some pressure for local distribution as the tourist

industry expands. But expansion of the tourist industry is going to encourage more fishing out of season for lobster.

Encouragement is being given to catch scale fish. There are also suggestions that some of the diseased salt pans, especially on Salt Cay, be converted to shrimp farms. But the project most likely to get off the ground concerns the farming of spider crabs. A team from the Smithsonian Institute in Washington is researching the possibility of establishing a spider crab farm in Grand Turk waters. The spider crab

thrives in these waters which are abundant in algae and have the right combination of oceanic and Caribbean currents.

Research in the U.S. has shown that the spider crab flesh is similar to that of the Alaskan stone crab, which is near extinction. Demand for this type of crab meat in the U.S. is huge.

The Smithsonian Institute was originally researching the establishment of spider crab farms as part of a regional Caribbean project. But in the wake of the pull-out of the U.S. from their South Seas on Grand Turk last Decem-

ber, it seems that the U.S. administration is anxious to offset the loss of base rental to the islands with a spider crab project.

If the scheme gets off the ground, the aim would be to make the technology available to all those interested with the designation of specific coastal areas for farming in the hands of the Government. The Government is enthusiastic about the project and anticipates export earnings of over \$50m. The Government levies an export tax on fish products, so this would be an important new source of revenue.

## Banking and finance

## Carving a niche in the offshore business

ON LIMITED resources and with little publicity, the Turks and Caicos islands have managed to establish themselves as a small but increasingly important element in the Caribbean offshore business. The islands have come to the business late in the day and are still way behind Cayman, Nassau and the Netherlands Antilles. But this, in a sense, is their main advantage. The islands can learn from the mistakes of others and have a clean reputation on which to build.

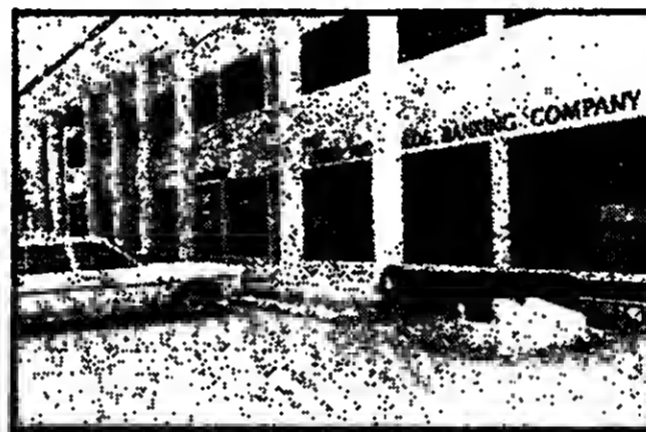
It is probably wrong to consider the Turks and Caicos as a direct competitor with the other offshore centres; rather, the islands are an alternative, and a means of diversification. However, as offshore business expands, the range of financial services available grows and the infrastructure on the islands improves, the Turks and Caicos could begin to offer direct competition.

The islands have only really been an offshore centre since 1979 when a new Banking Ordinance was approved. In 1981 a Companies Ordinance followed, and shortly another ordinance will cover trusts. The Chamber of Commerce has only very recently formed a finance sector standing committee to draft a code of conduct. Indeed, considering the mechanisms necessary for operating as an offshore financial centre, it is perhaps surprising how much has been achieved.

## Agreement

The main problem for the islands has been to convince those in search of offshore services to place them under consideration.

"When we started here six years ago, there were a lot of strange people around," says Mr Christopher Coriat, a British trained tax lawyer who was instrumental in drawing up the code of conduct. He adds: "However, there has been a large measure of agreement that the private sector wanted to concentrate on quality



The Turks and Caicos Banking Company is a locally incorporated bank that is 49 per cent owned by Union Plasters National Bank of Memphis.

business." The emphasis on quality has been heightened in the past year following the bad publicity surrounding the Bahamas and Cayman over the laundering of "dirty money." The islands' British Attorney-General, Mr David Laling, who is responsible for legislation and for monitoring "corruption," bears this out. "There is a positive attitude of discouraging dirty money," he says. "We don't put confidentiality up front as a means of encouraging money to come here."

The principal attraction of the islands as an offshore centre are the use of the dollar as currency and their continued status as a Crown colony, with the political stability that this provides.

The main areas of business being developed are banking, company registration, trusts, insurance and, to a lesser extent, trade marks. It is impossible to gauge accurately the volume of business in the volume of statistics. An indication of the scale can be judged, however, so that there are only four banks with offshore operations. Grand Turk itself has only

three modern office blocks. Altogether, fewer than 20 banks, trust companies and law firms are doing the offshore business. The number of companies so far registered in the Turks and Caicos was no more than 3,800 by early 1984.

The Banking Ordinance created a class "A" bank with minimum capital and reserves of \$500,000, permitted to conduct domestic banking, and a class "B" offshore category. If the bank is incorporated outside the islands its minimum capital requirement is \$2m.

"A" bank can possess both "A" and "B" licences. There is also provision for non-bank financial institutions, which, if incorporated outside the islands, require a minimum capital of \$500,000. Licence applications are checked by the government and the Foreign Office in London, which is assisted where necessary by the Bank of England. The prevailing mood is one of general caution in granting licences.

At the same time the number of applications has not been substantial. The biggest names holding back to see how offshore banking evolves. The highest name present is Barclays, which established itself on the islands as a commercial branch office 18 years ago.

This has given it a privileged position in retail banking as the islands have expanded. A holder of both "A" and "B" licences, the bank is reckoned to control over 80 per cent of all retail business. It is the banker to the government.

The Bank of Nova Scotia, also holds both types of licences. It came to the islands as a result of the considerable interest by Canadian capital.

The Turks and Caicos Banking Company, another double licence holder, is a locally incorporated bank. It was founded by Mr Nils Seim, a Scandinavian with long-standing links with the islands. Union Plasters National Bank of Memphis has a 49 per cent stake in this bank.

Less well-known is the locally incorporated International Bank for Investment and Commerce. Two other banks were licensed under old ordinances. The South Caicos Bank collapsed in 1982 and its affairs are still being resolved. Its capital was essentially local and it was based on South Caicos. The other started off as the Oxford Bank, changed hands after getting into difficulties and was reconstituted as the Oxford International Bank.

The offshore banks offer a full range of services from

currency dealing, purchase of metals and commodities to merchant banking. Confidentiality is covered by the Confidential Relationships Ordinance of 1979 which imposes tough penalties in the breach of express, or implied, conditions of commercial confidence.

To ensure against dirty money, the banks will not handle cash over the counter from persons not previously known and new accounts require strict references. This precaution is considered essential to protect the islands' good name, and is of particular relevance given the increasingly powerful reach of the U.S. Justice Department and Internal Revenue Service which are tightening up on laundered money in the Bahamas and Cayman.

"We are ready but the island is not really yet ready," says Mr Anton Fassler, general manager of the Turks and Caicos Banking Company. For the islands to be functioning as a fully fledged offshore centre, he cites five main prerequisites: direct telephone dialling; daily flights especially to Miami; daily mail; adequate hotel space; and auxiliary services like printing. Improvements in this vital infrastructure are considerable but a lot still needs to be done.

## Sliding scale

Similar considerations apply to other areas of offshore activity like company registration, trust companies and insurance.

Under existing law two types of company can be registered, ordinary and exempted. Ordinary companies can be registered for a fee of \$275 with a capital up to \$50,000. Thereafter the fee is on a sliding scale.

In the case of exempted companies registered essentially for business outside the islands, the fee is \$225 for a capital up to \$3,000, thereafter on a sliding scale.

Exempted companies do not have to file annual accounts nor reveal the names of their directors and/or shareholders. They are guaranteed for 20 years against payment of any taxes.

A small number of companies have been set up on the islands to provide company incorporation and management services. These include registered office facilities and nominee shareholders. These are basically run by UK trained accountants and lawyers. Of the companies registered, two thirds are exempted, their capital with few exceptions being dollar denominated, although companies can be registered in any currency. In the first quarter of 1984, a total of 404 companies were registered. If this trend continues, over 1,000 will be

registered during the year or some 10 per cent up on 1983. Last year government revenue from such registrations was worth \$686,000.

It is hard to tell where the funds originate, since they usually come from either Cayman or Nassau. Recently some companies have begun to domicile from Panama. Most of these registrations are already established in other offshore centres. Few have yet chosen the Turks and Caicos as their exclusive base. One exception is a group of Greek shipping interests that established Dominion West which has also

invested in one of the three modern office blocks.

The Government is in the process of drawing up a law to cover the creation and administration of trusts along the lines of the Bahamas. With the elections out of the way, this is now expected to be drafted shortly.

The Government is also in the process of refining the existing Banking Ordinance. In particular, it is likely that the restrictions on lending by banks will be changed. At present, no bank can lend more than 25 per cent of its capital and reserves.

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THE TURKS AND CAICOS ISLANDS 5

Property investment

The taming of the 'wild west'

"PROVO, as Providenciales is known, was virgin territory until 1966. Then there were three small settlements linked only by footpaths; there was no motor on the island, not even an outboard," recalls Mr Bengt Soderquist, a Swedish surveyor, who teamed up with a group of American investors to develop the island.

Back in 1966 Oxfam was administering a relief programme on the island. Now there is over \$55m worth of construction work in progress. In Grand Turk where the atmosphere is more staid, Provo is referred to condescendingly as the "wild west". This is the new frontier where the bulk of the investment in Turks and Caicos is being staked.

The impetus to develop Provo came from a wealthy American pilot, Mr Frederick Luddington, who had frequently flown over the island and recognised its potential—a large sandy beach fronts, good though not lush, vegetation, and slight elevation above the rest of the cays.

Consortium

He put together a consortium that included members of two well known American families—DuPont and Roosevelt—and Mr Rogers Morton, who became prominent in the Nixon Administration.

This array of names was instrumental in persuading the British Government to part with some 4,000 acres of prime land on Provo. The island was almost entirely Crown land. Opinions vary but Mr Luddington and his associates who formed Provident Ltd probably acquired over 60 per cent of the best land available.

In return for this they agreed to construct a 4,500 ft airstrip,

built roads linking the three settlements, put up a hotel of at least 10 rooms, construct a jetty for the island and employ as many of the then 400 resident population as possible. This deal, agreed in October 1966, has conditioned all subsequent development on the island.

All the present infrastructure, including the newly enlarged and modernised airport (Luddington International), stems from the work done by Provident. The original share capital of Provident has gone through various mutations as a result of Mr Luddington's death, and a great deal of land has been sold off. (The 70 acre Club Mediterranean site was bought from them.) Nevertheless, Provident and its offshoots still control more land than anyone else save the Crown.

Provident built the first hotel on the island, the Third Turtle, and the adjacent marina. It was also instrumental in forming a power production co-operative, the Provident Power Corporation, which two years ago was bought up by the Cayman Utility Company.

The original agreement was a lease purchase. The price per acre has never been publicly disclosed, but basically it entailed commitment to develop the island's infrastructure. In 1968, with the minimum of infrastructure in place, a 2 acre prime beach front site near the Third Turtle, was going for \$15,000. The same site today is worth up to \$200,000.

On Provo's ridge, which has views of both sides of the ocean, land is going in lots of one acre for \$45,000 to \$65,000.

With the exception of beach front property in and close to the commercial centre of Grand Turk, Provo property is the

most expensive and has also seen the biggest change of hands. "Prices took off when we realised the airport was to become international and when Club Med decided to come here," says Mr Soderquist.

Among the main local interests involved in property are the Misick family (Prestigious Properties) on Grand Turk and North Caicos, and Mr Albray Butterfield (Butterfield Gold) on Provo.

Tax exile money

Most money comes from Canada and the U.S. The advent of the Club Mediterranean is expected to generate French interests, and there is some British tax exile money as well. The origin of the money is often hard to establish, however, since it is routed through Cayman and Bahamas.

On Provo last month residents learned with surprise that an energetic young developer with a key marina site had been arrested pending extradition proceedings brought by the U.S. authorities on drug charges. But in general all those involved in the business are anxious to give the property business a "clean" image, well aware that anything else could damage long term prospects.

Until now, most property dealing and development has been highly speculative with prices affected by a number of factors. 1—The islands' tax haven status offers an attractive offshore investment away from the scrutiny of the tax authorities. Alternatively purchases have been made and construction carried out as tax loss or tax deductible operations.

2—The islands are well

located, just over an hour's flying time from Miami.

3—The climate is exceptionally good with trade winds that cool and dry the tropical heat.

4—Property in the Bahamas and Cayman has rocketed in the past 20 years. The Turks and Caicos are in a similar position now as the latter were at the start of the development.

5—The natural expansion of North American capital and leisure interest. The Turks and Caicos untapped areas are seen as all materials and most labour have to be imported.

6—The offer of residential status that accompanies a substantial serious investment (around \$200,000 but at the discretion of the Government). A more general consideration affecting price is the linkage of the Turks and Caicos Islands to the U.S. dollar. This makes the investment well hedged and relatively liquid, with no problems of moving it once converted into cash.

Another attraction is that the islands remain under British protection as a dependency. When general elections were called in April, prices hesitated and business held back pending the outcome. Investors recognise that there is an element of risk long term as to which way the islands will go politically—even though both political parties claim not to want independence and to accept the same model of economic development.

A number of property dealers with long experience in the islands believe that so much speculation in land has occurred in the past two years that profits will have to be made now through construction. "With land costs up to \$200,000 for a prime site and construction costs around \$80 per sq ft, we have to be careful not to price ourselves out of the

market," says one prominent real estate dealer.

Buyers for finished property are mainly senior executives on North American salaries who want water, retreats. It is a quality market aimed at a couple or family who want tranquility, exclusiveness, and personal security. The residential status attached to house purchase could also attract Hong Kong citizens, developers hope.

The limiting factor on development is going to be construction costs. Construction is more expensive on the islands than anywhere else in the area as all materials and most labour have to be imported.

Quality

Costs could come down if lasting arrangements are made with the Dominican Republic, only 90 miles away, but such arrangements have proved difficult. Jobsites who are building the Club Mediterranean, a well managed, however, to work out a deal whereby all the aggregates were imported from the Dominican Republic. Most prefer to deal through Miami. There is a danger that quality is being sacrificed to cut costs in construction.

Significantly the original bid by Johnstons for the Club Mediterranean was more than \$30m but it was pared down to \$16m. Developers have to take account of port delays (it takes up to 48 hours to clear a barge); the need to build water catchment tanks or desalination plants; the corrosive effect of the sea climate; and safeguard against hurricanes.

Several developers, especially on Provo where land prices are so high, are very stretched for funds because of these costs.

Insufficient properties have been pre-sold, too, and more genuine buyers rather than speculators are now needed.

The Government finds itself in a difficult position. It would like to control the nature of development. Yet it wants to generate income and still cannot really choose. For instance, the work permits system does not fully control people who come in as tourists, stay briefly on the island, yet deal in real estate. The biggest form of control remains in the British Government's hands—Crown land. West Caicos, for example, is uninhabited and there is more vacant land in the islands than in the whole land area of the British dependencies in the Caribbean.

Without doubt the long-talked-of causeway project, linking South Caicos to North Caicos, and eventually Provo, would open up huge areas of land for development. The absence of such a link has held back property values on North Caicos where less land is in Crown hands.

If the project does get under way, it is most likely that a good part of the finance would come via the sale of land against commitments to build sections of the causeway. Such potential excites the developers; but behind all the talk and hope, caution is perhaps wise. Given the value of land now, it is going to be a difficult exercise for the authorities to value Crown land in the causeway project.

In the meantime development is going to focus essentially on Grand Turk and Provo. A major boost to land values and development will come when one of the major hotel chains, of which Hyatt seems the most likely candidate, announces a big tourist project.

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Salt production, once the islands' main source of revenue, looks doomed for ever but a new industry may soon be born

White gold gloom

THE HISTORIC importance of the islands stems from the salt industry. Production of salt from an extensive network of salt pans lasted almost 300 years. Finally dyed out in the early 1960s.

Various attempts have been made to interest the major international salt producers in reviving the industry; but so far they have all balked at the investment necessary.

The industry was developed by colonists from Bermuda, first on Salt Cay and then on Grand Turk. By the turn of the 17th century salt production was flourishing. The success of the business was much helped by the location of the islands. Lying at the opening of the Windward Passage between Cuba and Hispaniola, the salt could be sold to vessels both going to and from the New World.

The Bermudians treated it as a seasonal business, coming down in the summer months and returning north

for the winter. They brought in most of the stone for dykes construction, and for their own houses. On Salt Cay much of the original channels for the sea water remain, and one of the largest houses in the islands is a huge stone structure on this cay built in the early 19th century. The raking was done by imported slaves.

The salt was considered high quality and fetched high prices, especially during the American War of Independence. The islanders traditionally referred to salt as their white gold.

The small local population made it an export industry, which thrived while the world traded in shallow draft sailing vessels. The advent of the steamship and deeper drafts gradually eroded the value of the business since the islands possessed no deep water port.

The Government stepped in to try and rescue the indus-

try in 1951, acquiring the entire operation. But it staggered on for only 13 years at the end of which mounting losses and impossibly high overheads forced its closure.

For Salt Cay the collapse of the industry has been disastrous; salt was the sole source of employment. The population has been almost halved in the last 30 years and there is nothing to keep people on the island.

In addition the cutting down of trees to lessen humidity for the salt drying has reduced the fertility of the land not used for the salt. Land fertility has also been reduced in Grand Turk but at least there the salt pans can be reclaimed for urban development if necessary.

On Salt Cay there is talk of using the salt pans for shrimp farming. But, so far, no-one has produced the cash and a firm plan.

High hopes for aragonite

A GREAT many projects have ended up as bar gossip, totally unrealistic against the islands' primitive infrastructure. But one of the few ideas which has not got off the ground is a project to utilise a rare form of sand found offshore in West Caicos.

This is aragonite, an extremely pure form of calcium carbonate—until now found off Bimini and in parts of Spain. Its main use is in Portland cement but it also has applications in paint, glass and special steels manufacture.

The aragonite project off West Caicos involves an initial investment of \$30m and could bring in annual royalties to the Government in the order of \$500,000. It will provide a stimulus to develop West Caicos and could eventually offer the opportunity to establish some ancillary industries.

The project is being carried out by Continental Mining and Dredging. This is a locally incorporated company, backed by a group of American investors whose identity is undisclosed due to the islands' confidentiality in company registration.

Initially Continental signed an exploration contract in September 1982. In return for being allowed to prospect, the company agreed to carry out a feasibility study for the Government on a causeway between East and Middle Caicos, plus another study on the ecological impact of extracting the aragonite from the shallow waters.

The latter aspect was of particular importance since the islands pride themselves on having exceptionally rich marine life, which is the principal tourist attraction.

Although commercial quantities were not found where aragonite was first sought, they were located on the northern shelf of West Caicos. It is estimated that around 100m tonnes are recoverable. On the basis of these reserves, Continental decided

to go ahead and an operating agreement was signed with the Government. This guarantees the Government a minimum royalty of \$100,000 and is on a sliding scale pegged to production. Annual production could be as high as 5m tonnes, taking royalty payments up to \$500,000.

So far the company has invested \$2m. The bulk of the expenditure will be on dredging, and constructing a terminal-port and a conveyor belt. Company representatives are confident that production can begin this year. However, everything has to be done from scratch, including erection of accommodation for up to 200 persons on site.

Also there have been a number of arcane legal snags attached to the rights for extraction of resources offshore. The islands have no continental shelf legislation.

The aragonite is mainly destined for the U.S. The impact of extraction on marine life is thought to be minimal, since aragonite itself is a renewable resource—albeit over a long time scale.

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# THE TURKS AND CAICOS ISLANDS 6

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Communication between the islands was infrequent at best and Grand Turk, the capital, was visited perhaps only once a year for Christmas shopping by people from the other islands.

Even now life tends to revolve round events such as the arrival of fresh food from Miami. On Wednesdays in Grand Turk the shops close for two hours while produce is collected from the airport. Then there is a rush as customers come to see what has been imported.

Change has been fast over the last decade; but the starting point was so basic that the level of services and the choice of goods leaves much to be desired. The most important improvements have been in inter-island mobility and in the islands' access to the outside world.

Although the Turks and Caicos are a British dependency modern infrastructure has been provided by the Americans through the construction of military facilities. The U.S. established a military presence on South Caicos during the Second World War, upgrading the airfield and refuelling facilities.

### Airfield

In the 1950s, the British Government permitted an American missile tracking station on Grand Turk, which also resulted in the present airfield, the loading jetty for barges, and the main road into town. The tracking station has latterly been used in the NASA space programme.

At the north end of Grand Turk, the Americans additionally built an oceanographic facility to track Soviet submarines plus a Coast Guard station on South Caicos.

By the end of last year, the Americans had abandoned all these installations, technological advances having rendered them obsolete. Nevertheless, they remain the largest complex of completed buildings on the islands. One scheme suggested last year was to turn the Navy base into a medical school.

By contrast the British



The new Providenciales airport. Its opening earlier this year was essential for the islands' future development

### Development

## Moving from the base line

Government has concentrated on the basics of colonial administration—gearing its low level commitment to the small population to meeting the cost of duplicated infrastructure throughout the archipelago and compensating for the lack of natural resources. By the time the schooling and health bills had been covered, there was little left either in revenue or aid allocation for roads, electricity, telecommunications, airports, ports and housing. The first major capital commitment was the \$10m Providenciales airport project, completed this year.

Where possible the British Government and the islands' Government have preferred to let the services be set up and run by private enterprise. Thus the main power supply, the national airline (TCNA), telecommunications (Cable and Wireless) and part of the water distribution are in private hands. Most of the roads on

Providenciales have been privately built. Freight services to and from the islands are all private and without subsidy.

However, the Government is in charge of ports development and retains responsibility for the development and running of airports.

TCNA was bought out last year by a Texan millionaire, Mr Thomas ("Tommy") Strasburger, who already had invested in a small tourist development on Grand Turk and possessed the Hertz car rental franchise. He paid \$500,000 for TCNA, enabling its debts to be cleared. The new owner acquired the right to lease the islands' terminals plus four aircraft (two Islanders, one Trilandor and one Aztec). Four more second-hand light aircraft have been acquired and Mr Strasburger is looking into a slightly larger aircraft of the F-27 type capable of taking around 30 passengers.

The opposition People's Democratic Party (PDM) sought un-

successfully to block the deal, arguing that the present structure, eleven aircraft have been left with the government benevolently controlling Turks and Caicos private shareholdings. However, TCNA has acquired a new spruced up image and more flights have been put on. In six months passenger traffic has risen from 2,500 per month to 3,800.

Mr Strasburger says he believes the airline can both provide a service and be profitable. He takes the long term view that the islands will develop and that the right to two U.S. routes possessed by TCNA will be invaluable for generating U.S. tourist custom. TCNA also has routes to Puerto Plata in the Dominican Republic and Cap-Haitien in Haiti, a fast expanding link.

There are a plethora of small air charter companies, the most significant being Flamingo Air Services. This makes movement easy, though expensive. The local aviation authorities have

sought to tighten up on U.S. pilots operating in view of less stringent U.S. licensing regulations. Eleven aircraft have crashed in the past 12 months.

### Viable

Other scheduled passenger international services are supplied by Air Florida, Cayman Airways and Bahamas Air—the latter serving South Caicos.

Under the islands' 1984-87 development plan greater attention is being given to improving port facilities, essential to support the projected volume of development.

On Grand Turk the U.S.-built jolly is in poor condition and will need both renovation and extension. The Caribbean Development Bank (CDB) has agreed in principle to finance this \$2m project, provided docking dues make it viable.

The biggest current development is a \$1.2m new dock on Providenciales, financed by the CDB.

South Caicos port facilities are being upgraded with a British development aid grant of \$415,000 for a new dock. Almost certainly more funds will be needed for this dock since the existing contract has been broken.

In North Caicos, there are plans to spend \$1.5m on a new port, probably sited at Bellefield or Parrot Cay.

Fortunately, the sea voyage from Miami, whence most goods come, is relatively calm, this means that goods can be carried easily in simple shallow draft barges with a roll-on/roll-off service. Much of the goods are now shipped in containers, the main service being operated by Mova-line of Fort Lauderdale, which recently started up a new weekly service in conjunction with Baxter Hoare from Europe.

The transportation hurdles are slowly being tackled, but it is worth underlining that, should development begin to move any faster than the present pace, there would be serious bottlenecks. For instance no more than one complex such as the Club Méditerranée could be built on Providenciales at one time. Equally telecommunications, so vital for all aspects of development, could find difficulty coping with the pace.

Cable and Wireless acquired in 1972 a 20-year franchise providing exclusive telecommunications rights. The company has been criticised locally for its slowness both in providing lines and in installing direct dialling.

However, when set against the small number of subscribers—\$70 in all—Cable and Wireless has been called on to make a major investment, and it has also faced problems finding qualified staff, without resorting to costly imported labour.

It has just invested \$4.5m in a digital microwave link and plans to install a \$2.2m digital switch in 1986, plus a further 100 line extension for Providenciales. In Grand Turk lines are reaching close to saturation but some relief should be forthcoming by the end of this year.

Incoming direct dialling from the U.S. has been held up by a dispute between Cable and Wireless and AT and T over how to share costs and pricing. But the company believes that this service will be available before the summer.

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## A tale of sailors, slaves and buccaneers

Depending on whom you believe, Christopher Columbus touched land in 1492, either on East Caicos or on the beach in front of the Governor's residence on Grand Turk. He may never have landed in the Turks and Caicos Islands at all. In any event, Columbus pioneered the Turks Islands' Passage as the entrance to the West Indies and until 1609 it was the main route to North America.

The first permanent, modern settlement occurred towards the end of the 17th century when Bermudians came to exploit the island's capacity for salt production. Well before this settlement the islands' first inhabitants, Arawak Indians, were extinct. The Bermudians brought with them slaves from Africa as labour for salt raking. More slaves were brought during the American War of Independence when loyalists left the U.S. for the Turks and Caicos Islands and the Bahamas.

They attempted to set up cotton plantations but the venture was dogged by

### The islands' history



Altar boys outside a Grand Turk church. Religion plays a strong role in the islands' life

weevils and drought, and was eventually abandoned at the turn of this century. Those of African slave origin are the basis of the indigenous population of today.

The origin of the islands' names appear to be Spanish. The Spaniards referred to their enemies often as "Turks" and this was taken as a reference to the buccaneers and pirates who used the islands as a mauling base. Caicos is considered a Spanish name for cay.

The Spanish link with the islands was brief, although Spaniards are credited with having originally found and used the natural salt. Between 1733 and 1788 the French thrice invaded the islands but their aim was more to ensure protection for other French Caribbean possessions from the British.

At first the islands were governed by the British, via the Bahamas and in 1788, members of the Turks and Caicos were permitted to sit

in the Bahamas House of Assembly.

Following the abolition of slavery in 1834, the islands were brought under the jurisdiction of Jamaica. This was formalised in 1874 when the islands were annexed as a dependency to Jamaica.

This arrangement lasted until Jamaican independence in 1962 and accounts for the important ties between the older generation and Jamaica where many went for higher education.

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